

PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

Resolution

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DETROIT

Whereas the free flow of information is essential to the protection and development of our democratic society and is possible only so long as are preserved the constitutional guarantees of the freedom of the press, radio, television, and other sources upon which the American people rely for information, and,

Whereas the denial of information about local and national government affairs to the people, in whose interest all agencies of government should operate and to whom all administrations are responsible, is a threat to our institutions, and,

Whereas the freedom of press and speech, hitherto considered inviolate and secure against government interference, is now a matter of deep public concern,

Therefore Be It Resolved that the Board of Directors of the Public Relations Society of America reaffirm the belief of the Society's membership, both as citizens and as public relations men and women, in the freedom of information and press as a basic principle of public relations and Americanism and authorize and direct the Society's officers to work zealously to safeguard these freedoms, taking appropriate action for the Society, or in cooperation with other organizations dedicated to the same principles.

(Adopted at San Francisco, April 25, 1952)



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COVER PHOTO

The June cover presents the resolution on press and media censorship adopted by PRSA's Board of Directors at its Spring Meeting in San Francisco, April 25, 1952.

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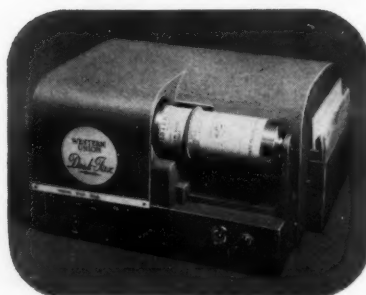
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NOTED IN BRIEF . . .

• The importance of the company history both as a matter of record for necessary reference, and as a matter of accomplishment, is discussed by Dudley Parsons in this issue. The author holds that there are many purposes for setting down the chronological facts and their interpretation that public relations people should consider.

• A PRSA leader who had done much in a legislative way to clarify the position of the government worker, Robert Ramspeck, speaking from his Presidential-appointment position as Chairman of the U. S. Civil Service Commission, sets forth the importance of the employee relations aspects of democracy's own organization.

• In the April JOURNAL James D. Gamble expressed disappointment that news writing still seemed to rank at the top of required qualifications for PR practice, in a recent PRSA survey. Some readers have sided with him, others have opposed his view. This month a few representative comments are presented.

• How a trade association can adapt its communications system for making direct contact with "policy publics" through face-to-face interview methods is described by William Dalton who updates and dramatizes a fundamental technique.

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"From Each . . . To Each"

LIKE MANY ANOTHER partisan of American capitalism, we have watched with interest—and sometimes with alarm—the many attempts of the last few years to produce effective arguments on its behalf in the battle of propaganda with the Socialists and Communists. A lot of these efforts have been duds, unfortunately. Some have probably done actual harm through ineptness or missing the point. But in the process of developing them we have gained increasing understanding of our system and some effective methods of defending it from the pernicious arguments of the Socialists.

One of the simplest and most effective, we think, was the quiet invention of a high school teacher in Yonkers, New York. Early in January, 1951, Thomas J. Shelly, of the economics and history department at Yonkers High School, wrote to The Foundation for Economic Education about his method of dealing with the well-known and seductively worded Socialist-Communist doctrine: "from each according to his ability; to each according to his need".

"When one of the brighter or harder-working pupils makes a grade of 95 on a test," explained Mr. Shelly, "I suggest that I take away 20 points and give them to a student who has made only 55 points on his test. Thus each would contribute according to his ability and—since both would have a passing mark—each would receive according to his need. After I have juggled the grades of all the other pupils in this fashion, the result is usually a 'common ownership' grade of between 75 and 80—the minimum need for passing or survival. Then I speculate with the pupils as to the probable results if I actually used the socialistic theory for grading papers.

"First, the highly productive pupils—and they are always a minority in school as well as in life—would soon lose all incentive for producing. Why strive to make a high grade if part of it is taken from you by 'authority' and given to someone else?

"Second, the less productive pupils—a majority in school as elsewhere—would, for a time, be relieved of the necessity to study or to produce. This Socialist-Communist system would continue until the high producers had sunk—or had been driven down—to the level of the low producers.

At this point, in order for anyone to survive, the 'authority' would have no alternative but to begin a system of compulsory labor and punishments against even the low producers. They, of course, would then complain bitterly, but without understanding.

"Gratifyingly enough, most of my pupils then understand what I mean when I explain that Socialism—even in a democracy—will eventually result in a living death for all except the 'authorities' and a few of their favorite lackeys."

This letter, published in The Foundation for Economic Education's *Clippings of Note* a year ago, has been widely reprinted. Business and economics speakers have quoted it throughout the country. Teachers have used the plan in countless classrooms.

And now, we are glad to note, the idea has been embodied in a motion picture, in which form it will appear before even larger audiences on television, in theaters, in schools, at teachers' meetings, before young peoples' and business groups—and thus enlarge the ever-widening pool of people who have seen a simple and obvious answer to the tricky phrase by which Socialist ideas have been made to seem palatable, acceptable—even somehow moral—to so many well-meaning folks.

The picture, by the way, is called "Backfire." It has been produced by, and is available through, the American Economic Foundation, 295 Madison Avenue, New York. This group, like The Foundation for Economic Education, is a non-profit organization devoted to teaching economic truth to the free people of this democratic land, and doing a mighty useful job of it.

LAY UP YOUR TREASURES in goodwill, for in no other form are your possessions more inviolate," Dr. Erwin H. Schell, Professor of Business Management at Massachusetts Institute of Technology, recently advised businessmen. "No company in these times can afford to overlook these values."

A company's greatest real asset is its good name, as any enlightened manager will agree. Yet most companies do not value it at even \$1 on the books, and a lot of companies even today do not make an adequate investment to build and maintain it for the future.

Your company's place in history

Some knowledge of the past . . . is essential for evaluation of the present. Any company as of this moment is the kind of organization it is because of what happened in the yesterdays all the way back to the beginning. And for anyone . . . to evaluate this company and his own relations with it, he has to know something of its past . . .

By Dudley L. Parsons

Dudley L. Parsons Company

HENRY FORD is supposed to have said that history is bunk—yet he spent millions to preserve and re-create the past, to buy and restore the Wayside Inn at Sudbury, Massachusetts, and to set up Greenfield Village as a museum at Dearborn, Michigan.

There are many people like Mr. Ford, people who say they dislike history but who are fascinated by some aspects of the past, whether in pictures or words or objects. This is particularly true if the outgrowth of that past has some meaning for them today.

Some knowledge of the past, whether it is called history or not, is essential for evaluation of the present. Any company as of this moment is the kind of organization it is because of what happened in the yesterdays all the way back to the beginning. And for anyone—whether an executive, a stockholder, a new employee, a customer, a dealer, a supplier or a member of the plant community—to evaluate this company and his own relations with it, he has to know something of its past.

Every company has a history, but not many have *records* of their past. A company having this record, or a written history, has a valuable property for which there are many important public relations uses. The following are a few:

Preserving the record

Until a corporation has made its record publicly available, there is no authentic source to which writers, reporters and researchers, or even the company's own people, can turn for any but elementary facts about the company. With each passing year, it becomes harder to reconstruct what is gone; old-timers pass from the scene,

and facts easily available today may be destroyed tomorrow.

Setting the record straight

In the absence of a reliable history, there exists a vacuum into which pours, usually, an incredible jungle of half-truths, legends, and exaggerations.

Until recently, many businesses operated on the principle either of telling nothing to anyone, or, almost worse, of publishing uncritical eulogies as history. This created a breeding ground for muckrakers and pseudo-historians engaged in "debunking" business. Lacking an honest historical record to the contrary, the public, customers, employees, stockholders and ultimately the government have come to believe their legends in whole or in part. Today an objective record of a company is more palatable to more people than ever before because they are beginning to learn that individuals' actions, good or bad, must be evaluated in terms of the standards and motivations current in their own time.

Gradually, as company after company puts its history on paper, a picture of the growth of American industry at large will piece itself together. In a

sense, each company which records its own past will be performing a public service in helping to record how the American system worked and is working. Many American companies, each as the sole source of any considerable information about itself, have accepted the responsibility for seeing that their stories are made an honest part of this growing mosaic.

Building morale

A knowledge of the company's past brings a sense of belonging and understanding to employees, officers and stockholders. Pride in past accomplishments, the lessons learned from failures, demonstrations of resourcefulness in the face of problems, are some of the phases in the history of any company that can build morale. A company which has survived for a long period owes its existence in considerable measure to vision, ingenuity, fortitude, character and perseverance. When the individual discovers this record, it creates for him a challenge and a goal. He can identify himself with the company more easily and takes pride in *his* company.

Helping to make friends for all business

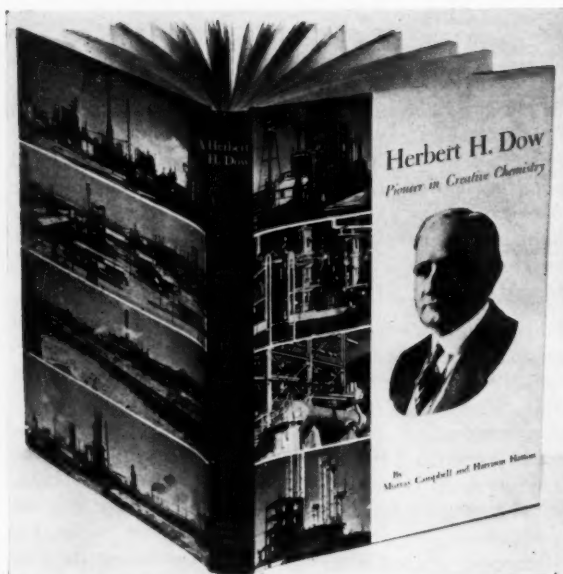
Today many historians believe that we are at the beginning of a new era in the interpretation of American history, when the share of private business enterprises in building the nation is to be explained and brought into true perspective. We have only begun to realize that business has never existed in a compartment of its own, apart from the generals and statesmen of school-book history, but has always been an integral, and on the whole, a constructive part of the larger fabric of our national past.

Elements of a Good History

Briefly, then, good histories and historical material, addressed to the right audience, have great value in fostering



Dudley L. Parsons, Senior Partner of Dudley L. Parsons Company, public relations counsel, has been in public relations since 1930. He is also the President of Appleton, Parsons & Company, Inc., which specializes in the design and production of printed communications. A member of PRSA, Mr. Parsons believes that a prime function of public relations is to help bring differing groups closer together, and he is especially interested in the value of historical perspective for this purpose.



Herbert H. Dow, Pioneer in Creative Chemistry, by Murray Campbell and Harrison Hatton—A readable biography of the founder of The Dow Chemical Company. Grounded on elaborate and thorough research, this book gives an excellent example of our competitive economy working effectively for the progress of mankind at large. The general public, the company's own employees and stockholders, as well as others more or less familiar with the chemical industry, were audiences for the book. Other stories as important as that of Mr. Dow undoubtedly exist, half-forgotten, behind the success of scores of American companies.



The House of Goodyear: A Story of Rubber and of Modern Business, by Hugh Allen—Mr. Parsons believes this is one of the very few worthwhile company histories written by an insider. It sometimes achieves an unexpected objectivity and considerable interest while the sensible devices of telling the story separately from several points of view permits the lay reader to select those nearest to his interest. In this way, he acquires information regarding Goodyear's contribution to society, and its products. Most of the important mistakes by which management learned its lessons are recorded, giving the work credibility.

prestige both for the company in the market place and the American system everywhere. They help preserve those traditions which have built industry and greatness. They contribute to morale and pride in accomplishment. They help provide perspective and contribute to the longer view. In the factory or community, at home or abroad, the prestige of our capitalistic system requires that its specific contributions to the common welfare be brought to light.

For the company without an adequate recorded history, there are many possible ways to compile the record—some good, some bad. Judging from results, the obvious, the cheap or the easy approaches seldom work well. Historical work is hard work. It requires training, judgment and, above all, vision. It demands an understanding of business and its objectives. It requires a knowledge of people, and an understanding of the audience addressed and how it can be reached through words, pictures and appearance. Corporate history is no job for an amateur or for a man too busy to give it all his time. Indeed, it calls for more talents than one man usually possesses. I believe it

calls for a professional team, with coordinated ideas and direction.

The job begins with research. Any good historical work is like an iceberg—whatever you see above the surface rests on a vast bulk beneath. Research is not undertaken for its own sake. It is directed either to a specific work or toward an orderly arrangement of source materials permitting a great variety of uses.

Obviously, a complete job of research, organized, annotated and catalogued, is far the most valuable approach to historical work. It makes possible at any time and for any purpose the production of all kinds of work from histories or biographies to newspaper and magazine articles, movies, advertisements, radio and television programs and speeches. Since much of it consists of original source material, it never becomes dated and it is never biased.

The selection and transformation of historical data into tangible printed form also requires skill, experience and understanding. For example, a general purpose history aimed at customers or the general public may vary in direction, appearance, illustration and length

from a work directed at hourly wage workers. A book created primarily to engage the interests of underwriters in the capital markets should be quite different from one whose purpose is to carry a message to law-makers.

If time does not permit, or if for other reasons a permanent organization of historical materials is impossible, historical work can still be done by channeling the research to the specific job at hand. This may be a full-scale book, an anniversary booklet, an advertisement, or a section of the annual report, to name only a few. This is the most usual business history assignment. Properly handled, it can result in honest, well-organized, readable work. Improperly handled, in the hands of people unused to the methods of historical science, it frequently leads to shallow, uninteresting or inaccurate company-sponsored material of the kind that has for so many years loaded the wastebaskets of the nation.

The history of each company must be told in its own terms, in a way that will interest the audience, and without forcing it into a single author's pattern or formula. This calls not only for an

understanding of objectives, but for a study of the available material and the people to whom the work is to be directed.

It is impossible to say without a study of the company and its material what the best approach may be to compiling its history. I can say from my own experience, however, that for any company there is a right approach which can be found and developed into a history that will be read.

So much for general considerations. Now for the specific ways a company can take fullest advantage of its history.

How to Do It

While no check list can be complete, the main do's and don'ts for making your company history a success are here. A few good jobs outside this framework do exist but the great number of mediocre, even bad, company histories prove there are many pitfalls. Yet, if you will permit it, the history of your company can be interesting as well as accurate. It can be so developed that it will be read and kept and its lessons driven home.

What are we trying to accomplish?

1. Organization of our historical material to serve all company purposes, or
2. A specific project such as:
 - book or books
 - booklet
 - speeches
 - advertising material
 - expanded annual report
 - publicity
 - house organ articles

Whom are we trying to reach?

1. Everybody
2. Customers
3. Government officials
4. Management
5. Employees
6. Labor leaders
7. The press
8. The community (or plant communities)
9. Stockholders
10. The financial community

Why?

1. To demonstrate the character, the traits that have overcome obstacles and the sources of the greatness the company has achieved.
2. To set the record straight—to combat false information.
3. To orient union executives, new employees or others.

4. To promote understanding of the company.
5. To help recruit, or to lessen turnover.
6. To improve morale of employees.
7. To have the facts handy when needed.
8. To demonstrate sound management.
9. To supply information and arouse interest prior to new financing.
10. To help solve specific public relations problems.
11. To celebrate an anniversary or other special event.
12. To show the importance of the company's products or services to our everyday living.
13. To combat or prevent demagogic attacks.
14. To show the usefulness of the company to society.
15. To give a case history of our economic system at work.

Let's forget the whole thing if the answer to the following questions is no:

Have we the maturity to insist on and can we take the truth, at least in its proper perspective?

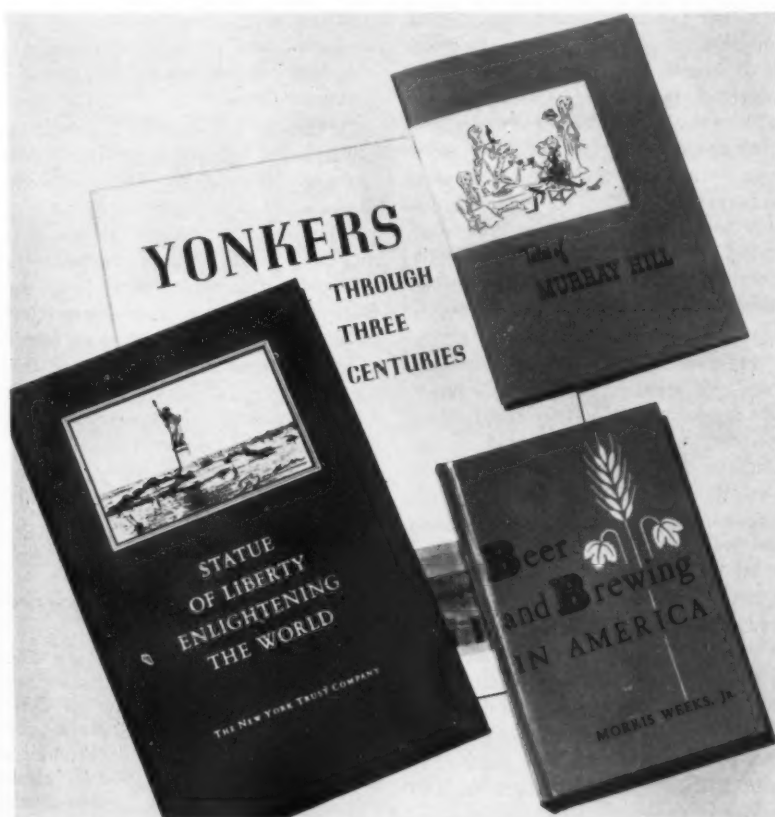
Do we recognize that the record itself is more palatable and far more convincing than management eulogies? Can we avoid loading the book with portraits?

Will we let the professionals do the job the way it should be done, confining ourselves to helpful cooperation, a definition of our objectives and audiences, and the correction of factual error?

How do we go about it? Here are some possible approaches:

1. Find a trade book publisher. This is putting the cart before the horse as a good publisher wants to see copy before being fully committed. Furthermore, you may meet your objectives and audience better with a work you publish yourself.

(Continued on page 18)



Occasionally it is more desirable for a company to sponsor a history of a community, a neighborhood, or some other segment of its environs than to tell the history of the company itself. Local histories have been especially useful to banks whose interests generally are identified with the community or neighborhood served. Mr. Parsons thinks these are good examples of the sponsored history.

(Some time ago we asked PRSA member Robert Ramspeck to tell JOURNAL readers what he is up to, in his much-discussed public relations program for civil service people. Here is his reply. It's a challenging article. It will stir controversy. And it should start us all thinking about our own attitudes toward employees of government: both what they are, and what they ought to be. Maybe some readers will have other views they would like to express. If so, the columns of the JOURNAL are open—Editor.)

Civil Service PR

By Robert Ramspeck

Chairman

U. S. Civil Service Commission

THIS CAN'T BE a "How We Did It" article—one of those instructive pieces precisely pacing off the step-by-step operations in a proven public relations campaign. Rather, it's the story of the early beginnings of a play-it-by-ear venture in a reverse-English employer-employee relations program. It is hoped that the uniqueness and potential magnitude of this venture will, in the judgment of the public relations practitioners who read this JOURNAL, compensate for its shortcomings in precision thus far. More importantly, it is hoped it will stimulate them to respond to the intended challenge in the question which might better be the article's title: "How Are We Going to Do It?"

Programs for improving employer-employee relations have as their objective increased productivity through betterment of worker morale. That's our aim, too. But what places the shoe on the other foot in our venture is the fact that the impetus isn't coming from the employer. Here it isn't the employer who is disseminating information designed to arouse in the employees an awareness of their stake in the business. It's the employees of the U. S. Government who have embarked on a program to give their tax-paying bosses knowledge of what makes their vast enterprise tick. To set the scene size-wise, it should be stated there are 150 million employers involved, and the employees number two-and-one-half million—as many as are on the payrolls of the nation's 50 largest corporations.

To accentuate its uniqueness, there

is no budget for our program. The board of directors—the Congress—traditionally frowns on public relations, or even the use of the term. So the program has no official standing. Rather, it represents a personal philosophy—mine.

When I took over as head of the personnel arm of the Government in March of 1951, one of the first opinions I expressed was:

"It is my purpose to undertake a campaign to bring about better public understanding of Government employees and what they do. That is a public relations problem. It seems to me to be worth trying. The public is essentially fair when they have the facts and I expect to make every effort to acquaint them fully with those facts."

My cue came from a little-noted sentence in the otherwise much-quoted Farewell Address of George Washington in 1796: "In proportion as the structure of a government gives force to public opinion, it is essential that public opinion shall be enlightened."

To me as a public relations man, it

was obvious that enlightenment of our people with respect to what the Government is, how it operates, and what tasks are being done by the men and women conducting the country's largest and most important business, has not even come close to keeping pace with the enormously-expanded functions we have called on our Government to perform.

Eighteen months before the date which gives 1952 its distinction as an "Election Year"—a circumstance which, of course, serves to compound our problem's difficulties—my premise was: Since the ultimate test of our form of government is public approval, disapproval means an end to our form of government and, in today's global circumstances, an end to democracy. What Americans think of our form of government today takes on a significance that ranges far beyond our own shores and directly affects the steadfastness we may expect from our allies.

To this premise I added the elementary public relations concept that before it can approve or disapprove intelligently, the public must be informed; it must have all the facts, not merely those selected for political reasons or other self-serving purposes which conflict with the public interest.

My principal concern, however, was not that politically-inspired individuals were doing violence to our form of government. That's one of the calculated risks of democratic government. What disturbed me was that our form of government is being confused with party politics and that indiscriminate disparagement of government, belittling of its functions, and derision of its workers has become so widespread outside the realm of politics as to constitute a clear threat to democracy. In politics, smearing is understandable, if not condonable. But in millions of good, patriotic citizens, the heedless parroting of the



As a Congressman from Georgia for 16 years, during which he served on and headed the House Post Office and Civil Service Committee, Robert Ramspeck sponsored so much legislation extending the civil service that Federal employees no longer talk about receiving a raise, but of "getting a Ramspeck." He retired from Congress in 1945, to become Executive Vice President of Air Transport Association of America, the trade association of scheduled airlines, headquartered in Washington, D. C. In March 1951, President Truman appointed him Chairman of the U. S. Civil Service Commission.

mouthings of politicians becomes a dangerous and entirely uncalled-for violation of traditional American principles of fair play. These principles accord every citizen the right to stand on his own merits and the corollary right to specific, rather than generalized, charges any time he is accused.

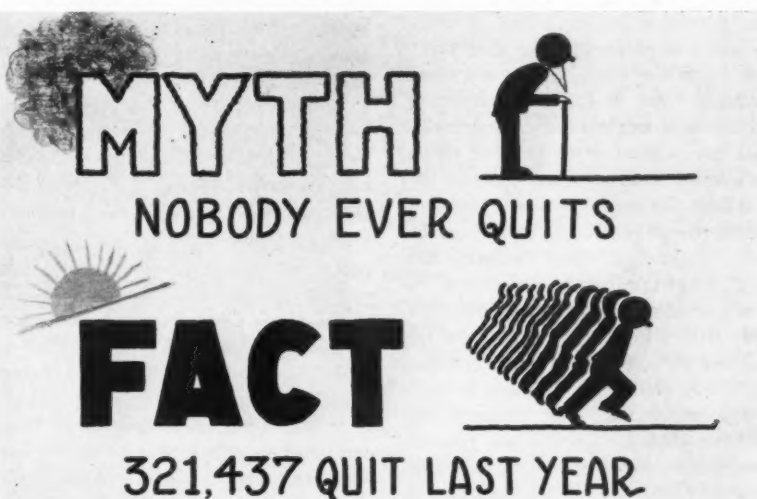
With a firm conviction that this self-destructive practice largely is attributable to lack of information and misinformation, rather than to basic unfairness, I undertook the task of presenting the other side of the story. I felt certain that facts about government, without exaggerations, without distortions or embellishments, can be presented in an animated manner designed to capture the attention and fire the imagination of the public so vitally affected by it.

It became, then, a matter of applying public relations techniques proven in private industry to this problem in government. To apply them, I appointed as my assistant a fellow PRSA member, Allen Wagner, at the time Public Relations Director of the American Road Builders' Association, whose 18 years of management-level PR experience also included service with the American Society of Civil Engineers and Minnesota Mining and Manufacturing Company.

Without means, many of the techniques ordinarily used in a precise, thorough-going public relations program had to be skipped. There was no chance, for example, to do the job properly by starting at the beginning and conducting a poll to ascertain the what and why of public opinion regarding government and its employees. There could be no institutional advertisements, no open house program, nor a host of other tools commonly utilized in such work. It was a case of sacrificing precision and finesse for the sake of getting anything done at all.

So we dug in and tried to make the constructive side of the story of Government and its workers as worthy of attention and interest as the lurid half-truths and untruths that enjoy such wide circulation in connection with the destructive, one-sided presentations which hitherto had gone unchallenged. A series of speeches started the ball rolling. To business associations, labor organizations, civic and luncheon clubs, personnel and management societies, women's organizations, and to Federal employees themselves, I point out the myths and misconceptions about gov-

(Continued on next page)



"... I point out the myths and misconceptions about government and government employees . . . and set down the facts in each case . . ."

Civil Service PR

(Continued from page 9)

ernment and government employees which persist and which they have helped to magnify and compound.

In each instance, I identify the group and individual stake in good government and challenge the organization and the members to accept their responsibilities in branding indictment by generalization and conviction by accusation as a base, immoral practice, unworthy of us as a nation and one which we must reject flatly and aggressively if we are to survive at all, not to mention succeed in our current quest for world peace and security.

In these addresses, in radio and television appearances, and in newspaper and magazine articles, I lean backward to make it perfectly clear that this is not a political problem, but a national problem; that I am not "defending" government employees, nor contending that government or its workers should be exempt from criticism. I stress that it is from the very democratic processes which permit free and open discussion that the public-directed decisions flow which make our form of government the best that man has yet been able to devise; that while Americans have not only the right, but the duty, to criticize, our long-standing, foundation-stone principles of fair play demand that criticism shall be specific, not general; constructive, not destructive; on an individual basis, not of government employees as a class or by association; that the sins of the spectacularly guilty few must not be visited upon the many who are innocent.

One effective way we hammer home the baselessness of tales swallowed whole by vast numbers of good citizens is to set down, side by side, a sizable number of myths about government and the corresponding fact in each case. This method can also serve, perhaps, to dispel the concept that public reporting and government presentations must remain the drab, colorless, statistical documents they too frequently have been. Here are a few examples:

THE MYTH: Government is so "Utopian" that nobody ever quits.

THE FACT: In the last fiscal year, 321,437 *did* quit.

THE MYTH: Nobody ever gets fired from a government job.

THE FACT: In the same period, 17,288 *were* fired.

THE MYTH: Nobody is permitted to run out of work in government.

THE FACT: In the same period, 17,039 *did* run out of work and were laid off.

Even before the *New York Times* on January 11 of this year editorially characterized the venture as a "legitimate one-man campaign to bring about a better understanding of the status, role and achievements" of government workers, designed to "offset the unjust and meat-axe criticism of the Federal employee," we realized that what our venture needed was the weight of numbers. With 90 percent of all government workers located outside of Washington, D. C., (Bang! There goes still another myth; all Federal employees are *not* in the nation's Capital), the assistance of the Federal Personnel Council and its 32 Field Councils was enlisted. What the Council is doing in its Employee Relations Committee's "number-one" project for the year, and the program prepared for it by Mr. Wagner, are described in the February 11, 1952, issue of *Public Relations News*:

"An aggressive public relations campaign will be given top priority this year by the Federal Personnel Council of the U. S. Civil Service Commission (Washington 25, D.C.), in an effort to explain to the public the work being done by government employees and also to dispel misconceptions about Federal workers. Civil service employees who are good speakers and are well-liked in their communities will be chosen to give informative talks to local groups such as Rotary, Kiwanis, Lions, etc. . . . Films will be used showing Federal employees at work . . . Field men will be indoctrinated on how to enlist the cooperation of local media . . . Government employees are being provided with a 21-page mimeographed 'fact folder,' giving figures on Federal employment, answers to criticisms of government workers, testimonials from 'businessmen who know,' etc."

Through labor unions, as well as the Federal Personnel Council, which represents management employees, participation of the workers themselves is counted on as a key factor in the program. Unions representing thousands are beginning to help dispel myths by presenting facts. Incidentally, about one-third of all government workers, some 840,000, are so-called "blue collar" employees, people who work in overalls, or with their hands, at least.

So there goes yet another myth: Not everyone who works for Uncle Sam is a pencil-pusher or paper-shuffler.

Assistance of The Advertising Council, Inc., is being requested. The Council, which has used pooled business funds so effectively to combat other threats to democracy, is being asked to demonstrate yet again the growing consciousness business is manifesting toward its social obligations. The Council is being asked to take up the cudgels against the self-destructive elements innate in the paradox of a people spending billions to uphold their form of government on a global scale, yet simultaneously victimizing itself at home by unheeding undermining of that form of government through generalized fault-finding and failure to recognize the life-or-death importance of the tasks the people themselves have assigned to government in today's world conditions.

To no one more than to public relations practitioners does this venture offer such a great opportunity or so pointed a challenge. In our increasingly important roles as essential parts of the function of management, we owe it to our employers and to our profession, as well as to our country, to speak with vigorous candor, to provide the objectivity we are paid to furnish.

Closer cooperation needed

There is a greater-than-ever need for closer-than-ever cooperation between the two vital partners in our way of life—business and government. As public relations people, our job is to portray these inextricably interwoven segments of democracy as just that—partners, not rivals or opponents. Whether we work in government or in private business, our duty is to point up the futility of the boycotting of government by business. We must label the shunning of government by business as a costly, unbusinesslike luxury. Every year it costs untold millions to go on calling everyone who works for the government "bureaucrat," "tax-eater," "feeder-at-the-public-trough," and worse. Costs of recruiting are skyrocketed, and thousands of competent, conscientious, hard-working, loyal men and women are driven from public service, necessitating their replacement with people not always as capable as those drummed out of camp by thoughtless, generalized criticism. A thick skin should not be a prerequisite to public service.

(Continued on page 18)

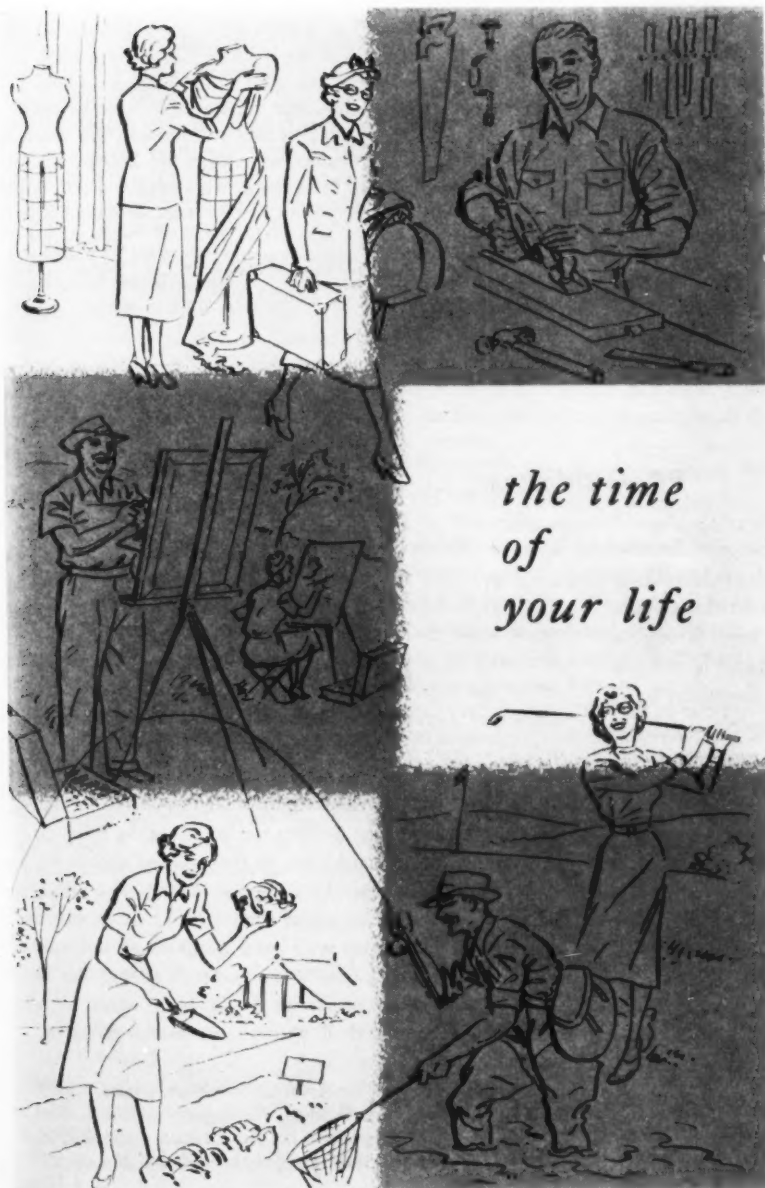
How to be happy though retiring

How one company counsels its older employees on preparing for "the time of your life"

By J. E. Graham

Personnel Counsellor

George Weston Limited



The booklet that tells the story.

PRIOR TO THE TURN of this century it was taken for granted that any man, regardless of his age, would keep working until he dropped or was forced to give up. Then came the swing toward pensions, and the golden goal was set for every person to retire and really enjoy life. But, with the rapid increase in the cost of living, even a generous pension added on to social security often proves woefully inadequate, so that nowadays, unless the individual has some source of private income, he cannot hope to live comfortably on pension alone.

For this reason among others, industry is becoming increasingly interested in the comparatively modern field of gerontology, the science of old age. The fact that more and more people are living longer, until it has been estimated that by 1975 half of our population will be over 45 years of age, brings into sharp focus the whole problem of the older worker, and how long he should stay on the job, both from his own standpoint as well as that of the company.

Even those who are financially able to retire find that there is a terrific adjustment arising out of the abrupt change from an established work routine to a life of idleness. Unless there has been careful planning for a new program of activity, retirement, instead of being enjoyable and purposeful, may well result only in futility and rapid degeneration of body, mind and spirit.

To help meet this situation corporations, for example, like General Motors and Standard Oil, have set up a counseling service for their retirees. In some cases this takes the form of a discussion group, where those concerned can get together for a series of talks and general mulling over of the issues involved. But, while these group meetings are valuable, the vital contribution comes through the individual interview, for a discussion of one's problems that are peculiar to him alone.

Our organization, George Weston Limited, is deeply interested in every one of the employees who produce the bread, biscuits, cakes and candies in our plants and sell them through our sales branches across Canada. This concern on their behalf was exemplified in a recent statement of the President, R. A. Robertson, "When people ask me how many persons we have in our company, I do not tell them we have 9,500 employees, but say rather that we have a responsibility of 38,000, for that is

the number of men, women and children who look to Weston's for their welfare and happiness."

The counselling service which we provide for older workers begins five years before the retirement age of 65 for men, or 60 for women, and culminates in a personal interview the year prior to pension date. This depth interview explores the whole situation, domestic, financial and social, surrounding the individual, and guidance is given in the drawing up of a constructive program of interests and activities for the years that lie ahead. Strong emphasis is laid upon making sure that the oldster knows fully what he is retiring to as well as from, and that productive capacity is maintained in retirement as well as in working years.

We have found, as has industry at large, that many persons are bewildered by the whole procedure and need full advice on how to adjust themselves to a new mode of life. While some companies provide their oldsters with literature on the subject of retirement in general, we could not discover anything which had been done for a specific group

in industry, geared right into their particular situation and problems. So last year-end we produced a 50-page booklet *The Time of Your Life*, drawing upon existent research, gleanings from the pens of such old-age authorities as Ray Giles, Walter Pitkin and Dr. George Lawton, and the cumulative experience of the author in more than 25 years of helping people with their personal problems.

The book has gone to all personnel heads in the various branches of our



JAMES E. GRAHAM, Personnel Counsellor, George Weston Limited, Toronto, Canada, received his training in the field of personal counseling in universities in Toronto and New York, with post-graduate studies in London, England.

For more than 25 years he has been the confidant of people from every walk of life in helping them with their problems.

organization, to enable management to appreciate and handle intelligently the cases of older workers approaching retirement. But primarily it was intended for the employees themselves, and so a copy is given them when they come within five years of retirement age. Inscribed on the fly-leaf is the employee's name, branch location, and years of service with the company, followed by greetings and best wishes from W. Garfield Weston, Chairman of the Board.

While produced for our own employees, we felt that this booklet had a message for all older workers, so we made it available to others outside the company. Over 1,000 requests have already come from individuals and organizations across the continent in the two months since the book made its appearance, and we are glad that, judging by the fine comments, apparently it is helping to answer a long-felt need in the hearts of oldsters who have not known whether to look ahead with apprehension or anticipation to the years beyond 65. • •

[Single copies of *The Time of Your Life* are available on request to Mr. Graham (George Weston Ltd., 25 King Street, West, Toronto, Canada)—Editor]

PR Guidance

THE RECENT ACTION of the American Gas Association in appointing a strong committee to investigate the specific needs of the gas utilities as a whole throughout the country along public relations lines through a comprehensive questionnaire is most timely. In the last 10 years, a number of industries have conducted basic public relations studies and one can observe a marked trend in this direction. The subjects of public relations and of the public interest have become of first-line importance to American business everywhere. The gas utilities have increasingly recognized the truth of this statement.

"Many highly competent and well-informed observers—both inside and outside of our business structure—believe that the public decision as to the continuation of our American economy will rest in these 2 areas and nowhere else. It may be just as simple as this: what kind of service from business is the American public going to demand? What performance pattern will the public require? What must business do and how must it do it?

Public Relations Society of America

"The formation 5 years ago of the Public Relations Society of America by many of this field's recognized leaders and the work which this growing, national, professional society and its 18 local chapters in leading cities throughout the country have done since then represent significant milestones in American business history. Steadily increasing support of the Society's program and activities by business generally seems most significant. Business may well find itself turning more and more to the Society for broad public relations and public interest guidance as time passes and as the public's ideas of a desirable performance pattern evolves. There is already evidence of such a trend. In fact, the business structure may well have ample cause not only to welcome wholeheartedly the Society's efforts, but to seek generally the professional guidance which they will offer in a period of widespread change of many kinds in the business area."

—From *The Association's Year*, annual report by Clark Belden, Managing Director, The New England Gas Association, at the 1952 Annual Meeting, Boston, Mass., March 27.

Six sins to avoid in publicity copy

The Managing Editor of Plastics Industry looks at publicity with a critical eye

By Scott J. Saunders

Managing Editor
Plastics Industry

AFTER YEARS of daily observation it has become apparent that the business magazine publicity efforts of many manufacturers are costing too much and resulting in too little because of lack of media analysis, slipshod writing and indiscriminate mailings. In short, manufacturers are paying for publicity which is seldom or never published. Yet, by observation of a few working principles, the possibilities of getting editorial acceptance easily can be increased.

On any average day the two-inch pile of publicity releases that mounts on my desk is whittled down in this short order:

1. Not related to the field.

Probably acting on the premise that blanket mailings mean widest coverage, too many publicity organizations send their releases to magazines that cannot possibly use them. This results only in wasted effort, time, paper and postage, but no doubt impresses the client into believing that he is obtaining the most for his money. He isn't. If the releases were limited strictly to those publications that could use them, the client would obtain results at decreased cost. I have received releases that did not even mention the word "plastics". These blurbs were a waste of time from start to finish. It would appear to be common sense that I am wholly disinterested in items pertaining to the drug, hardware, electrical and leather fields, except where it concerns the use of plastics.

2. Borderline acceptance, eliminated because of need for extensive rewriting.

Many releases cause the editor to hesitate. The material could be used, yet could not possibly be printed as written. Language, story line and information demand thorough revision. The problem evolves to this: Is it worth the

effort to turn it into a publishable item? The answer inevitably is negative, and for obvious reasons. If each news release was completely rewritten, it would leave little time for more important writing and duties. Releases relating to company appointments, changes, removals, etc., do not require the skill of a Hemingway. Then why obscure these facts in a welter of supposedly more pertinent information? Editors of trade papers with small staffs especially resent the extra burden imposed upon them by sloppy release writing. The facts should be stated simply and unadorned in the first and second paragraphs, with the remainder devoted to background material, the use of which can be left to the editor's discretion.

3. Too obviously self-laudatory, with little actual information.

This type of reject is one that spreads nothing but sweet syrup about the manufacturer. Inevitably he is the best, most imaginative, farsighted and enterprising man who ever set up shop; his products are unparalleled in industrial history and do more, faster and better, than any other; his plant is the most modern building equipped with the finest, largest and most expensive machinery purchasable. Hogwash such as this is usually torn into little pieces,

Scott J. Saunders is Managing Editor of *Plastics Industry* and *Pre-Pack Age*, two trade journals of the Cooper Publishing Company. During his three years in the army he wrote many short stories and articles for army publications. Since his discharge in 1945 he has been a trade paper editor and a free lance writer.

thrown into the basket and tamped down until it is unrecognizable. An editor doesn't want to know how good a company is, as told by the company; he wants to give his readers and advertisers news and information that will enable them to do a better merchandising job. They are not interested in how good a competitor is; they want to know what he is doing, how he is doing it, and why. It is the editor's function to fulfill this need without frills, accolades or laurel wreaths. Publicity written without puff dictated by the manufacturer will garner the editor's cooperation.

4. Photographs retouched out of all proportion to how the product actually looks.

Photographs in my industry are in the main wonderful. They are 8 x 10 inch glossy prints, sharply contrasted, and provide fine editorial illustration. But too often the pictures are retouched to a point that invites disbelief. As presented following the use of the air brush, one is supposed to think that it is the finest product ever to hit the market. It shines, it radiates perfection in every line, and is certainly not the product one will see in the stores. Apparently those who submit this type of photograph are trying to fool people. But they won't fool my readers because I rebel against the use of the artist's brush to transpose a mediocre-looking product into a paragon of manufacturing skill. Granted, there are pictures that require retouching to eliminate photographer's errors or other faults, but this can be held to a minimum. If the picture of the product cannot stand basically on its own merit, then it is not for publication.

5. Cheesecake.

One of the best ways to kill the use of an industrial photograph is to show the product being used by a scantily-clad woman. Nothing infuriates an editor more than to receive pictures of a full-breasted, comely girl clad in narrow halter and panties who is working a drill press, electric drill, sledge-hammer or other tool. If this is supposed to ensure the use of a picture, the thinking behind such reasoning is fallacious. Of course, it will attract attention, but what of the editor's integrity? Will he be playing fair with his readers? He certainly will not, and he will be equally certain to kill that picture fast. In my estimation, this is worse than retouching

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JOURNAL readers agree and disagree with Mr. Gamble

James D. Gamble, *Public Relations Counsel in social work and fund raising fields, of Johannesburg, Michigan*, commenting in the April JOURNAL (Page 12) on the national PRSA Research Committee's annual report, expressed mild disappointment that news writing still ranked at the top of the list of qualifications essential for public relations practitioners in the Committee survey. At the conclusion of his well-stated case, the JOURNAL Editor appended a note asking readers how they felt about the matter. Here are some of the replies:

It is my feeling that if more public relations men had good backgrounds of newspaper editorial experience, the public relations field as a whole would enjoy considerably more respect from the members of the working press. I have never found that PR men with bonafide news experience had much trouble establishing their professional integrity with the working press, and even being appreciated . . . but some of the PR men who do not have this background are the ones who run into Fourth Estate trouble and, at the same time, frequently give our PR profession more of a bad name in newsrooms. . . . I sincerely believe that until substantial newspaper experience backgrounds are required for men entering the PR field, the lack of appreciation of what is news and how to get along with newsmen will continue to give the PR profession the generally unjustified name of "glorified press agents." For this reason, I think it proper that news experience should top the list of qualifications for PR men.

Dean Sims, Manager of
Public Relations
The National Association
of Foremen
Dayton, Ohio

★ ★ ★

Mr. Gamble feels that a newspaper background delimits the public relations approach to a certain extent, but I will go a step farther by saying this newspaper myth, bred by 40 years of excellent nutrition, has made it almost impossible for many young men to enter the profession because of this lack of Fourth Estate experience. . . . If

public relations is to grow more mature and valuable, present public relations men must realize these young men are potentially helpful who sincerely seek this field of endeavor without benefit of formal newspaper experience. Public relations is not reserved for William Allen Whites' alone. Let men from other backgrounds and training enter and give public relations the benefit of their new and varied ideas and services.

Charles R. Bentley
Stamford, Connecticut

★ ★ ★

By coincidence, I turn from Mr. Gamble to the article by Mr. Pendleton Dudley on the early beginnings of public relations, in which he tells about the founding fathers of our profession. On page ten, column three (April JOURNAL), Mr. Dudley writes as follows: "It should be emphasized that all six of the men, who became pioneers in public relations—Messrs. Lee, Parker, Ellsworth, Michaelis, Small and Clarke—were distinctly not magazine writers and were quite unacquainted with the arts of propaganda. They were first and last newspaper reporters who had worked on first-order metropolitan dailies, where mental keenness is prerequisite. Thus equipped, they had perfected the techniques of searching out newsworthy facts and incidents, however difficult of access." . . . I realize that in those early days publicity was a much larger facet of public relations than it is today, but I like to believe that it was their newspaper experience that helped these distinguished practitioners to reach their pinnacle of success.

R. Fullerton Place,
Director of Public Relations
Community Chest of St. Louis
and St. Louis County
St. Louis, Missouri

★ ★ ★

Mr. Gamble has placed the claw end of the hammer under one of the nails in the coffin—the coffin wherein lies possibility—possibility of the acceptance of public relations as a profession. But it remains for all of those in the field who really see the need (not just the desirability) for professionalism to "make with the muscles." The almost constant reiteration of the idea that "an apprenticeship in the Fourth Estate is a must for the 'good' PR man" is a tradition that must be relegated to

the exploded superstition department. And it will take big muscles and big men to accomplish this. Tradition has no place in any field as dynamic as the field of public relations. The effects of public relations programs are tested pragmatically. The qualifications necessary to the competent professional PR man should be tested the same way.

Stephen G. Carter
School of Public Relations
Boston University
Boston, Mass.

★ ★ ★

The timing was perfect. I'd just finished reading James Gamble's comments on the importance placed on newspaper experience in the field of public relations, and then proceeded to inspect my morning mail. There was a letter from one of the top ranking PR firms in the country—replying to my inquiry about a job with them. "We find that five years of newspaper experience is a prerequisite to working with us," was the essence of his "thanks-but-no-thanks" letter. . . . My own background has been in the field of community organization, and I find the PR door fairly slamming in my face. It's hard to convince the PR specialist that public relations is an everyday, living part of any job which requires direct contact with the "public," and that in most such jobs, the varied methods of communication with these people surely provides a broad and valuable base on which to develop a good public relations specialist.

Emily Rubin, New York

★ ★ ★

After agreeing with Mr. Gamble that the man he pictures as the typical newspaper man would have little chance of making good in public relations, let me say that I believe that a reportorial and editorial background is ideal for a public relations post. This is especially true if the man or woman has chosen advocacy of a product or service that has something to offer, or is "solid," to use the vernacular. If public relations requires "savvy," dexterity at "knowing your way around," an ability to see the many angles of some project or problem, plus writing and story-angle facility for the publicity part of the operation, then what better training ground is there than the newspaper? . . . Instead of the proverbial "two strikes" against the newspaper man entering public relations, he's got two bases on my diamond.

Dudley B. Martin
Director of Press Relations
Institute of Life Insurance
New York

New setting for the question and answer technique

*How a trade association solves
a communications problem*

By William Dalton

Executive Vice President
National Association of Refrigerated Warehouses

THE AVERAGE trade association used to take public relations pretty much for granted. That was natural. Trade associations were established and respected by business generally. The privilege of choosing their own fields of activity was, by and large, unquestioned. They set up headquarters, organized conventions, published bulletins, wrote letters, and if the industry and the public weren't quite sure just what the trade association was up to—well, so much the better for everybody.

But times change. By 1932 industry squirmed under cold, unsympathetic public scrutiny, and trade associations—as industry's spokesmen—were forced to practice public relations on a broad and objective scale. Logically, techniques developed for industry's benefit would sooner or later find local application to the public relations problems of trade associations themselves.

After 1932 dissemination of truth about American industry and the open redress of business grievances became a

major concern. Clarifying misunderstandings, "pointing with pride" (where justified), conducting a never-ending educational campaign in behalf of industry—these activities brought about a drastic change in the average trade association's daily routine. So drastic a change, in fact, that public relations in some form now constitutes 90% of most trade association activities.

To find the right tools for the public relations job, trade association executives were forced to do some creative thinking.

Consider, as an example, the solution of a recent communications problem which confronted the National Association of Refrigerated Warehouses.

This problem was: to increase the effectiveness of the industry's working relationship with government agencies, and allied industries. NARW needed to have more people in more places realizing the essentiality of the refrigerated warehousing industry and its relation to our food economy.

With a national membership, it was physically impossible to arrange personal meetings between government and industry officials and warehouse operators. The annual convention of the Association might have been used to some extent for this purpose, but less than 50% of the membership found it possible to attend the convention.

So, it was early apparent that the proper tool for the job would have to be the old reliable medium—the written word. But it was realized that in addition to NARW publications, business correspondence, trade papers, and general reading matter already tax the warehouse executive's time to the limit. Should the weight of that burden be multiplied? Even in the most favorable circumstances, wouldn't additional reading matter wind up in the wastebasket?

Despite an unfavorable prognosis, it was decided that some kind of new publication was needed. The specifications were bleak. To demand attention, it should be: (1) visually attractive; (2) concise; and (3) thoroughly readable.

For brevity and effectiveness, no means of communication outstrips the person-to-person interview. It was a natural and easy step to the conclusion that NARW's approach should be set up as a form of question and answer exchange.

Thus NARW *Interviews* evolved as a publication, multigraphed on tinted stock, enlivened by use of pictures, set up in easy-to-read question and answer fashion. Not wholly original, but natural enough in its new surroundings, it was attractive in that it provided a distinct note of originality in the reading diet of Association members.

As the idea developed more complete form, four principal advantages



The reports are enlivened by action pictures like these of an OPS official being interviewed.



Group photographs like the one above are taken during the course of the interview and used as an accompaniment to the text in its final printed form.

became apparent: (1) NARW's membership-service function would be materially increased by giving the members important information of a detailed nature concerning the activities of people who rated as VIP's in the industry's book; (2) *Interviews* would uncover a considerable quantity of newsworthy material—material concerning public refrigerated warehousing which could be circulated to press contacts with the reasonable expectation that it would be cordially received; (3) as an internal public relations measure, *Interviews* would emphasize the extent to which the Association had gone in cultivating government and allied-industry cooperation; and (4) *Interviews* would get into the record pertinent, factual answers to questions heretofore dodged by quote-shy authorities.

From the mechanical standpoint, the *Interviews* have proved agreeably simple. Current procedure is to hold a staff conference following selection of the person to be interviewed. The interview endeavors to cover completely all matters that could be of interest to the warehousing industry. A list of pertinent questions is developed from the

conference remarks. On occasion, industry members are asked to contribute suggestions as to the course which the interview should take.

The questions are then reduced to written form and transmitted to the person interviewed. When he has indicated an acceptance of the list, a time is set for the interview. If it is possible to hold the session in the office of the subject, it has been found good practice to do so. Photographs of the group are taken during the course of the interview and are used as an accompaniment to the text in its final printed form.

For interest and readability, an attempt is made to capture the "unrehearsed" flavor of the interviewee's spoken reply to the questions. It is a minor matter to edit such remarks from a stenographic or recorded transcript. The lack of precise form makes the interview more interesting without detracting from its basic content.

In every respect, NARW *Interviews* have been found worthy of permanent use as an effective public relations tool. NARW members, for whose benefit the technique was originally developed,

have been generous in their praise. The government officials interviewed have been cooperative, and grateful for NARW's effort to make their jobs easier. And the editors who receive NARW's press releases have found a new and valuable source of information. Through it they are able to write authentic stories of a constructive nature about the work of NARW and of the public refrigerated warehousing industry itself. • •

[Single copies of the NARW *Interviews* are available to JOURNAL readers on request to Mr. Dalton (Tower Building, Washington 5, D. C.)—Editor]

Six sins in publicity copy

(Continued from page 13)

for it points up one salient fact—the manufacturer resorts to such methods because the product alone would not attract attention. If such is the case, then my readers would not be interested.

6. Duplication and triplication of the identical release and photograph.

This will always be a source of frustration to me. It occurs only because mailing lists are kept haphazardly and without periodic checking. Publicity organizations should check their mailing lists against the mastheads of the magazines they service, and ensure the receipt of material by the one person who will pass judgment on it. Just sending it to the magazine is not enough. They should know immediately when a new editor has taken over, make a new stencil for him, and kill the one made out to the previous editor. Whenever possible, send your material to the party who may use it.

It is also advantageous to query editors on what type of material they are interested in. Their answers will give a clear-cut path to tread, and will enable you to slant your material properly. One public relations firm for which I have the highest regard writes practically all their releases aimed to specific magazines. This takes more time and effort, but their percentage of editorial acceptance is unusually high. I doubt that I have ever rejected any of their material.

Good publicity releases can serve your interests well. How they are prepared means the difference between success and failure. And in the long run it is better to see print in a few magazines that count, than in many which can't do you any good. • •



Harris & Ewing

William Dalton is Executive Vice President of the National Association of Refrigerated Warehouses and General Secretary of the American Warehousemen's Association. He joined NARW in 1948 after serving as Southeastern Regional Manager of the National Association of Manufacturers. Prior to that time Mr. Dalton engaged in sales promotion and advertising in the food field. He attended the University of Nebraska, and is a member of PRSA's Washington, D. C. Chapter.

Scientific "tools" for PR*

Answers to many PR problems may be found in science — a PR practitioner lists some of the scientific tools now available

By Roy J. Leffingwell

Public Relations Director

Hawaiian Sugar Planters' Association

FOR TOO MANY YEARS the matter of public relations has been surrounded by double-talk and mumbo-jumbo—a kind of sleight of hand that kept the ordinary businessman confused and cowed. This is the opinion, expressed recently by the editor of a major sales and advertising publication—a view held by many—and not entirely without justification.

We are too frequently thought of as a sort of "witch doctor" who can perform miracles by a combination of pretty words. Actually, public relations problems are as complicated as problems in engineering, production or distribution. Answers to these problems will not be found in verbal legerdemain but in science.

Social scientists have already accumulated considerably more knowledge than has generally been put to use. Many more developments are in advanced stages of research.

Scientific tools now available

Every PR worker has scientific tools available now which give a high degree of accuracy in measuring surface opinion and the attitudes behind these opinions. We have media surveys, readability formulas, job aptitude studies, advertising pre-testing, sampling and other well developed means of charting our course. The day of playing "hunches" and guessing in modern public relations practice is passing. Business leaders will soon demand a scientific validation in the expenditure of PR budgets.

There is hardly a phase of human re-

lations work in which scientists have not broken ground. In attempting to provide a better understanding between management and labor, we find that investigators have long been endeavoring to determine the basic "drives" or wants of individuals. There seems to be general agreement that all people want four basic things out of life. These are:

1. Security.
2. Recognition—the craving for a sense of importance.
3. Love, affection, comradeship and the like.
4. Adventure or new experience.

Such basic drives might have been "guessed" by any worker with considerable experience in human relations. However, scientists have already done the spade work.

Within the past 20 years public opinion research is probably the outstanding contribution of the social scientist for practical PR application. Sociologists lay claim to the science of opinion polling. However, this development has largely been made by men using the "scientific method" of research without

affiliation with any one particular science.

Scientifically conducted polls provide, with acceptable accuracy, opinion status; readership and listenership of communication media; and studies in "depth" which give the "why" of human reactions. Unless we use such methods there is no alternative in planning and executing a PR program but to follow the trial and error method.

At least five percent of the budget of the Hawaiian Sugar Planters' Ass'n. goes into opinion polling. These findings are guideposts for our entire program. In the several years which we have been conducting opinion and media polls we have observed public reaction validating the poll findings. In each case we have felt that the polling results were remarkably accurate.

Developments in the field of general semantics have provided the PR worker considerable insight into improved communications and has facilitated straighter thinking. These scientists are not so concerned with dictionary definition of words but how these words are used.

Rudolf Flesch has made a worthy contribution to those who must communicate. His books point out valuable techniques which simplify writing. His readability formula is a tangible means of checking the ease or difficulty of written material. These tests offer a practical tool which can be used profitably by PR workers.

No worker in the field of human relations can afford to ignore the outstanding contributions made by the late Elton Mayo in his Hawthorne experiments, sponsored by Western Electric Co., and the Harvard School of Business Administration. Generations of assumptions, guesses and traditional thinking about "labor" went out the window as a result of studies by Mr. Mayo and other social scientists. Unfortunately company practice still lags far behind the known psychological facts.



Roy J. Leffingwell is Public Relations Director, Hawaiian Sugar Planters' Association, Honolulu. He is a charter member and Past President of the Hawaii Chapter, PRSA. He did bachelor and graduate work at University of Missouri School of Journalism. PRSA member Leffingwell was an Air Force Colonel in World War II; he maintains an active mobilization assignment in the USAF; and has done research work in Psychological Warfare.

* (Based on a report on public relations prepared recently for Hawaiian Sugar Planters' Association—Editor)

Social science is making strides in new crime and punishment techniques. Many age-old theories are being replaced with sounder scientific findings. A recent result is that some military establishments are no longer using armed guards to handle ordinary prisoners.

Social physics has made a fascinating contribution to science by attempting to approach the social problem through mathematics. This science has grown up principally since the war. Time has permitted only limited studies of human phenomena mathematically, but the few made have been most interesting. First, a formula of "rank-size" has been developed which works remarkably well where free competition is taking place among human organizations. The first work was done on ranking cities by population, compared to the relative position with all other cities in the U. S. As an example, the second largest city is approximately half the size of New York. The third largest city is one-third the size of New York. A similar rank-size relationship has been found in chain store organizations. The biggest grocery chain store in the country is twice the size of its largest competitor, three times the size of the third and four times the size of the fourth. This scientific finding might well be used as legal defense in anti-trust action. It is evidence that free enterprise exists.

Scientists are attempting to find the regularities in man. A "cultural curve" has been developed which allows the

plotting of future developments. A major airline recently retained a consulting engineer in the social sciences to predict the probable development of air transportation over the next 10 to 20 years. One of the predictions is for a world air cruise for \$600 by 1955.

Today the psychologist is being called into many modern business organizations. Through job aptitude studies, the right employee can be picked for the right job. Also measurements are now made of job success. Investigators have found that, where an individual is successful and in a positive and happy mood, output is some nine percent greater than where the worker is depressed. Effective conditions of work have an important place in modern business, as do effective training procedures. Scientific findings in all these activities are in actual use today by many business organizations.

There is at least one reason why the PR practitioner has not utilized the knowledge of the social sciences more extensively. We have no established medium of communication between the two groups. No clearing house exists to fill the gap between the scientist and the man who puts the scientific findings into practical application. In addition, the vocabulary of the scientist contains a jargon of his field which is not generally understood by the practitioner. This is not an insurmountable problem but it is today delaying the maximum effectiveness of public relations. • •

Civil Service PR

(Continued from page 10)

Uneasy conditions under which we live make our times especially fitted for sincere soul-searching. In the PR field we may well ask ourselves:

How much responsibility do public relations practitioners bear for permitting—not to mention instigating and planning—presentations by too many businesses and business leaders portraying government as a pest, or a blight or, at best, a necessary evil?

From a professional standpoint, public relations people have a major responsibility in this vital problem of helping the public distinguish between our form of government and partisan politics. To us is available the opportunity to lead the way in making it clear that out-producing and out-gadgeling other nations does not insure peace; that the common interests of all

our people, stemming from our priceless heritage of democracy and freedom, outweigh any individual interests; that unless we harness our full capacity for goodwill, as well as our full capacity for production, we stand in danger of losing those common rights from which all our other blessings emanate.

Public relations practitioners have it in their power to provide the precision which the venture discussed here so far admittedly lacks. They can give it the momentum it needs and provide the wherewithal it must have by presenting this problem to their colleagues in private enterprise management in its true light—as a grave national problem.

Faced forthrightly, tackled courageously, this venture could provide a conspicuous steppingstone to true professionalism and public recognition of public relations as a profession.

Will it? • •

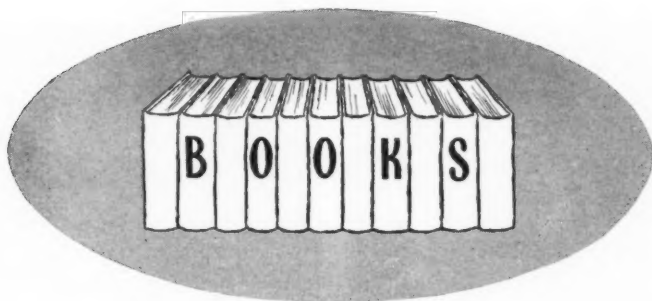
Company's place in history

(Continued from page 7)

2. Turn the responsibility for the work over to a retired employee. (If so, make sure that he has not only the skill and experience but the necessary objectivity.)
3. Put one of your best active men on the job. (If he is as good as he should be, you may already have him too busy on current matters to do the job right.)
4. Hire your researcher, writer, designer, illustrator, etc., separately and tie the loose ends together yourself. (This is time-consuming and not always too satisfactory.)
5. Hire a good printer. But make sure he understands research, writing and public relations as well as printing and design.
6. Have your advertising agency do it. Some agencies turn out creditable jobs and no agency wants to let a client down. However, this work is generally quite foreign to the usual agency tempo and spirit. Some larger agencies prefer to recommend specialists.
7. Rely on your public relations counsel. Some have a taste for this kind of work, some have not. This is probably a safe bet if they specialize in historical work or are affiliated with an organization having the necessary historical, creative and graphic skills.
8. Retain a professional organization with the necessary combination of skills, experience and direction to set up the work for you and, if that is satisfactory, to complete the entire job.

Certainly the soundest procedure is to retain an objective outside organization with all of the experience and qualifications necessary for all phases of the work, to analyze the possibilities and prepare specifications. There are such specialists or specialized departments among the members of the Public Relations Society of America. Look for some such designation as "Historical Projects" after the member listing in the *Public Relations Register*. • •

"I do not know the method of drawing up an indictment against a whole people."—EDMUND BURKE



TESTED PUBLIC RELATIONS FOR SCHOOLS

By Stewart Harral, University of Oklahoma Press, Norman, Oklahoma, 174 pp. \$3.00.

Reviewed by Greta W. Murphy, Director of PR, Milwaukee School of Engineering.

As many PUBLIC RELATIONS JOURNAL readers already know, Stewart Harral, the author of *Tested Public Relations for Schools*, is the immediate Past President of the American College Public Relations Association. He writes from wide experience as a practitioner (fifteen years PR Director for University of Oklahoma before being named Director of Public Relations Studies), author, lecturer and consultant.

In his most recent book, PRSA member Harral candidly examines the normal public relations practices and problems involved in the internal and external contacts of school systems. He interprets some of the fundamental philosophies, procedures and objectives in school public relations. A wealth of information on this social science has been organized by Professor Harral in a logical sequence. He ranges from the establishment of policy, assignment of staff, through a very comprehensive discussion of current practices. Examples are drawn from the successful experiences in both large and small systems over a period of years.

While the public school administrators may benefit most from this collection of techniques and strategies, educational board members, parent-teacher associations, teachers and other interested groups will find Mr. Harral's evaluation and discussion helpful. Readers will gain a better understanding of the public relations program in a school and in fulfilling their respective respon-

sibilities. The PR novice has an excellent opportunity to gain a comprehensive perspective of the educational public relations field. The experienced PR counsel will find the many fine tested examples of media and methods cited. The thought-provoking questions given at the end of each chapter serve as an especially helpful guide.

Good organization of material, a straightforward style of writing, clever titles, and interesting format all tend to make this volume pleasant and worthwhile reading. An incredible amount of material is surveyed. It is refreshing to find an author who simplifies theory. Since we are aware that Professor Harral could write a text on the subject of each chapter, we appreciate his selection of particular points. At the end of the book the reader will find an interesting comparison of advantages versus disadvantages of the various communication channels. • •

HOW TO USE YOUR TRADE ASSOCIATION

By Walter Mitchell, Jr., Prentice Hall, Inc., New York, 287 pp., \$5.25.

Reviewed by Ben Kaufman, Ass't. General Mgr., Ajax Metal Division, H. Kramer & Co.

Walter Mitchell, Jr., has done a thorough and capable job in *How to Use Your Trade Association*. However, it is difficult to relate the book with its intent, stated in the introduction: "This is a book for businessmen and for students who intend to be businessmen."

One needs only to examine the volume to conclude that it will appeal principally to those businessmen who have already realized the value of trade associations. The book is written in such an obvious textbook manner that it will discourage the average businessman

from reading it—and he's usually the one who most needs to be exposed.

Insofar as appealing to students, it is complete, factual and thorough, but could be much more condensed. As it is, one questions its appeal to any student except the one who might be specifically preparing himself to become a trade association executive, which has not been the usual way to enter this field.

As a check list for those in trade association work, however, the book is valuable. Trade association executives will find that it merits reading.

However, to a trade association PR practitioner, the volume proves somewhat disappointing. Actually, many of the good activities (and some insist a majority) fostered by trade associations come under the natural heading and the fundamental concept of public relations. Yet in this book they are not related to the PR field in a clear enough manner.

There is no mention per se of the PR activities which some trade associations perform for their members, either as individual firms or as groups.

There is no discussion of internal dangers against which trade associations must guard. For example, because trade associations are usually non-competitive, they may become guilty of inbreeding. Nothing is said how this can be avoided. There is no mention made that a trade association must remain democratic and how they must operate to eliminate the possibility of small groups trying to gain control.

There isn't sufficient attention given, and this bears on a reality that even some public relations practitioners sometimes overlook in their own work, that major association activities usually concentrate too heavily on long-range objectives. But the long-range focus dare not be so intensive that short-range activities are overlooked.

The PR official is more conscious of the misconception between public relations and publicity than anyone else, yet there are times when good publicity is desired, and good public relations, too, for the trade association itself. It is fine to be modest, but trade associations have a job of doing some public relations for themselves to make their very members appreciate them.

That too much publicity can be harmful can be borne out by those trade groups that have been unsuccessful, but the successful ones have not failed to use this important tool. • •

NEWS IN VIEW...



SPEAKERS at the Third Annual PR Conference of the Los Angeles Chapter, co-sponsored April 22-23 with Los Angeles Chamber of Commerce and University of Southern California, included (l. to r.): William G. Werner, PR Manager, The Procter & Gamble Co., Cincinnati; Maxwell E. Benson, PR Director, General Shoe Corp., Nashville; President Fred D. Fagg, Jr. of University of Southern California; Milton Fairman, Director of PR, The Borden Co., New York, and Ed Lipscomb, Director of PR, National Cotton Council of America, Memphis, and PRSA President.



CONGER REYNOLDS, Director of Public Relations, Standard Oil Company (Indiana), Chicago, was awarded the honorary degree of doctor of letters and laws in the field of communications by Carthage College, Carthage, Ill., on June 2.



CAROLINE HOOD (left), was one of six women honored recently in newspaper, magazine, radio and the PR field by Theta Sigma Phi, national women's journalism fraternity. PRSA Board Member Hood has handled Rockefeller Center's public relations for 15 years. Mike Wallace and Buff Cobb (above), husband and wife TV artists, directed ceremonies and presented the "Woman of Achievement" plaque.



A BRONZE PLAQUE in recognition of many years of service to the field of industrial communications was presented to Professor Clement E. Trout, Oklahoma A & M College, March 24, by the Society of Associated Industrial Editors. With PRSA member Trout are, left, Luther Williams, second president of SAIE, and right, Charlie Inglis, current president of the Society, who made the award.

AT THE INSTALLATION of PRSA's Intermountain Chapter (Salt Lake City), May 1, the dais is shared by (l. to r.): C. C. Rampton, President, Salt Lake Chamber of Commerce and V. P., Walker Bank & Trust Co.; Governor J. Bracken Lee; Nelson W. Aldrich, President, Intermountain Chapter and Director of PR, Utah Copper Div., Kennecott Copper Corp; Ed Lipscomb, President, PRSA; J. A. Hale, V. P., Utah Power & Light Co. (Story on page 26)





NEWS SECTION

JUNE, 1952

PRSA Board of Directors meets at San Francisco

Six new chapters admitted; government news censorship scored; Finance and Public Relations Program Committees make initial reports; Los Angeles and San Francisco Chapters break records with exceptional PR conferences

Against a background of record-breaking PR conferences sponsored by the Los Angeles and San Francisco Chapters to harmonize with the event, PRSA's national Board of Directors held its Spring Meeting at the Fairmont Hotel, San Francisco, April 25-26. Eighteen members of the Society's governing body attended, and delegations were present from several chapters.

One of the agenda high points was admission of six new petitioning groups of PRSA members who wished to qualify as chapter units of the Society: Atlanta; Mid South (Memphis); New Orleans; Oklahoma (Tulsa); Philadelphia; and Rochester, N. Y. Although some of these units have been as long as two years in formation, the grant of six charters is the greatest number at one time in PRSA history, bringing the total organization strength to 24.

The Development Committee, headed by William G. Werner, PRSA Vice President, and the 7 Regional Vice Presidents, was commended for the excellence of its achievements, reflected by reports of professional participation within the regions, active chapter meeting programs, the new strength in chapters, and a total membership of 1227.

The Board viewed with deep concern the current trend in Washington that has expressed itself in classification of information on government matters that are made public, and recent White House utterances tending toward impairment of press freedom. A resolution enunciating the Society's determination to work for freedom of communications media was unanimously adopted by rising vote and published thereafter. (See JOURNAL COVER.)

Great interest was expressed in the first report of the Society's Public Relations Program Committee which was presented by Don Short, Acting Chairman. The Committee proposes the preparation of several aids in explaining the services performed by public relations people, including a traveling exhibit, a proposed manual setting forth the

nature of public relations practice and Society services, development of speakers' bureaus and other projects aimed at explaining the field to potential consumers of its services.

The Finance Committee, of which Clem Whitaker is Chairman, rendered a detailed report based on a study of PRSA finances and an exploration of methods of producing additional income for the demands of the Society's programs of service to its members and to the field, with regard for today's rising costs of operation. Particular attention was directed to use of professional exhibits in connection with annual conferences, and broader development of the PUBLIC RELATIONS JOURNAL and its advertising potentialities. In the latter connection, John P. Broderick, Chairman of the JOURNAL Advertising Committee, reported that 58 Society members had agreed to serve on his Committee this year to develop ways of making the availability of the JOURNAL and its important reader audience more widely known to advertisers.

Rex F. Harlow, Chairman, PRSA Commission on the Social Sciences, indicated that the Commission's program

PRSA CALENDAR

September 26-27, 1952—Fall Meeting, PRSA Board of Directors, St. Charles Hotel, New Orleans, Louisiana.

November 23-25, 1952—PRSA Fifth Annual Conference, Hotel Statler, Washington, D. C.



Brookner Studio

ARTHUR P. HALL, Director of Public Relations and Advertising, Aluminum Company of America, has been named Vice President of the company in charge of those fields. He is a member of PRSA's Board of Directors.

was gaining ground and that first studies based on the findings in the social science fields applicable to public relations practice would be distributed to

(Continued on page 22)

Chicago Chapter acts to aid PRSA budget

"As Secretary of the Chicago Chapter, it is my pleasure to inform you of action taken at a meeting of the Chapter's Board of Directors, yesterday, April 29, 1952.

"In view of PRSA's need for funds, the Board of Directors of the Chicago Chapter voted unanimously to waive its rights to refunds of initiation fees of new members submitted by the Chapter. While we understand that initiation fees will not be refunded to local chapters after December 31, 1952, this action is to include all refunds that are owed but have not yet been transmitted to the Chicago Chapter, as well as those for any applicant from the newly-designated Chicago Region for the remainder of the year.

"It is our hope that this or similar procedure will be followed by other chapters.

Sincerely yours,
SCOTT JONES"

Board of Directors meet

(Continued from page 21)

members shortly. He explained that Franklyn Waltman, Vice Chairman, Finance, was already developing sources of support for carrying out the first year's work, and that funds were being received in support of the program.

In view of the spread of chapter development and the desire to maintain uniformity of pattern in the underlying organizations, it was determined that a national review of chapter organization member and guest classifications, dues and By-Law structure, program content and scope would be undertaken by the Development Committee. It was also determined, in view of the increased costs of initiating membership borne by the national headquarters, that after

January 1, 1953, initiation fees of members would remain as national headquarters funds, provided a chapter was one year old at that time, or at such time thereafter as such chapter age had been reached.

Other Board agenda matters included certain By-Laws revisions incorporating the procedure in matters of ethics into the national rules structure, naming of the Chicago area as a region of the Society pending re-study of the national organization's geographic areas as to membership distribution; reporting by all committees that their 1952 programs were under way. (Customarily full reports of the year's work are rendered at the Fall Board Meeting which will be held in New Orleans, September 26-27.)

The Los Angeles Chapter, at its request, was granted name change to

"Southern California Chapter"; revised By-Laws of the Detroit Chapter were approved; as were changes in the Wisconsin Chapter's By-Laws.

The Board expressed its appreciation through Albert G. Motsch, President, to the host chapter for making the San Francisco event such a pleasant one. Board members and their wives were entertained by the Chapter at a Hawaiian luau one evening, and George W. Kleiser, Jr., chapter member who is Vice President in charge of Public Relations, Foster & Kleiser Company, gave a dinner for visiting PRSA members and their families at the St. Francis Yacht Club as a closing event. Wives were taken on tours of San Francisco and environs.

Los Angeles Conference

Presented on the campus of the University of Southern California, April 22-23, the Los Angeles Chapter's third annual conference broke attendance records of public relations and business management people from the southern California region. Better than 200 local leaders attended the event which was co-sponsored with the Chapter by the University and the Los Angeles Chamber of Commerce and six other business and professional groups. The steering committee was headed by PRSA members Edward F. Baumer, Director of PR, Western Home Office, Prudential Insurance Company, who heads the Chapter, John E. Fields, the University's Director of Development, and Ned Wiener, the Chamber's Director of PR, and officers and board members of the Chapter. Among the 40 program speakers were officers and members of the Society including Ed Lipscomb, Milton Fairman, William C. Werner, J. Handly Wright, Robert L. Bliss, George W. Crowson, Burns W. Lee, Walter G. Barlow, Maxwell E. Benson, Sally Woodward, Russell Wilks, and Joseph E. Boyle.

Program content developed the importance of public relations as a way of life in an organization, stressing that setting up a department for referral of problems was not enough. Speakers reiterated that the program must be a philosophy and operating policy of management that permeates the whole structure through the sales, service, traffic and other departments at all levels of activity.

There was general acknowledgment that one of the first publics—if not the

(Continued on page 24)

San Francisco Conference



SAN FRANCISCO CHAPTER MEMBERS were hosts to PRSA's visiting Board of Directors and their wives at a Hawaiian dinner during the west coast visit.

Los Angeles Conference



SC Photo

SESSION LEADERS—front row (l. to r.): Gaither Littrell, Assistant Director of PR, Grand Central Aircraft Co., Glendale; M. William Carpenter, Director of PR Adv., The Frito Co., Western Division, Inglewood; W. Barry McCarthy, Regional PR Mgr., Ford Motor Co., Los Angeles; Wallace B. Curtis, Mgr., PR Dept., General Petroleum Corp., Los Angeles; Briant H. Wells, Jr., V.P., Title Insurance and Trust Co., Los Angeles.

Standing (l. to r.): Ned Wiener, Director of PR, Los Angeles Chamber of Commerce; William F. Blowitz, Partner, Blowitz-Maskel Co., Hollywood; Robert D. Speers, President, Executive Research, Inc., Los Angeles; and Burns W. Lee, President, Burns W. Lee Associates, Los Angeles.

Chapter news notes

DETROIT CHAPTER

A panel of top Detroit editors told Chapter members that PR people need greater cooperation from top management in order to do a competent job with the newspapers. The panel consisting of **Brewster P. Campbell**, Executive City Editor of the *Detroit Free Press*; **Jack White**, a News Editor of radio station WJR; **Fred Collins**, Detroit editorial writer for *Time*, *Life* and *Fortune* and **Pete Wemhoff**, Editor of *Automotive News*, discussed methods of obtaining more news of business and industry before 100 members present at the April 22 meeting.

The public relations people were under fire by the panel for a number of things which agitate newspaper men. Among these were: public relations people who fail to follow-up with a query; the PR manager who resents the newspapers going over his head; the PR man who doesn't recognize news values, and the people who forget that newspapers have deadlines.

Panel Chairman Campbell told members, "If it's worth giving to the newspapers don't trust the U. S. mail with a deadline. Get your news in when it breaks.

"Too many PR men relegate a release to Sunday simply because it means giving the same release time to all newspapers. Sunday is a pet peeve with newsmen. Immediate release will get your story a better spot."

He told PR men, "Releases often fail to provide the essential company telephone number and extension."

Fred Collins said, "For a better news break in national publications, keep feeding copy to them. You never can tell when your story will fit the exact spot necessary to complete a larger picture. A good national hook, a good personality and a good angle are often enough, but the news is incidental to the personality.

"Life magazine often prefers the picture of the employee to the picture of the boss," he declared.

Taking up the question of radio and television, Jack White told members, "Radio news is far from dead. Radio news rooms have noticed a slackening in the news of industry. In getting news to the local radio station, the shorter

your story, the greater chance it will be aired. However, don't depend on the wire services to do a coverage job for you. Radio stations not only want an even break, they want the complete story."

Pete Wemhoff had some pithy comments for automotive PR people. He declared that, "There hasn't been enough originality in pictures supplied to automobile publications. Too many photos just have three or six people in the picture. Automobile pictures need new twists. Too many automobile new model pictures are replete with phony backgrounds. Why can't we just have pictures of the new car. Once in a while, we would also like to see factory executives in unusual sequences."

The panel summed up as follows: When a speech is made, send the full text and the excerpts. Use ordinary copy paper for your releases; newspaper people aren't fashion magazines. Say what you have to say and be done with it. Don't put headlines on releases for newspapers but do it for radio and television people. • •

NEW YORK CHAPTER

At its April Meeting, the Chapter heard two members discuss the subject: "Press Clippings—How to Appraise And Use Them." **Robert W. Sedam**, Assistant V.P., American Telephone and Telegraph Co., explained how his company uses its clippings to judge the effectiveness of its public relations and management policies. **Robert D. Eckhouse**, Director of PR, Babaco Alarms Systems, Inc., manufacturers of truck alarm systems to prevent cargo thefts, described how his organization uses clippings as source material for an information service for the trucking industry on cargo protection, and also for institutional and sales promotion purposes. Representatives of local clipping bureaus participated in the seminar discussion period, answering questions on the mechanics of the press clipping business. • •

WISCONSIN CHAPTER

Wisconsin Chapter members met in Kenosha, Wisconsin, on April 3, where
(Continued on page 30)

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Los Angeles PR Conference Participants



SC Photo

MEETING PARTICIPANTS—seated (l. to r.): Sally Woodward, Partner, Flanley & Woodward, New York; J. Handly Wright, PR Consultant, St. Louis; Walter G. Barlow, Vice President, Opinion Research Corp., Princeton, N. J. Standing (l. to r.): Russell Wilks, Director of PR, U. S. Rubber Co., New York; Robert L. Bliss, PRSA Executive Vice President, New York; John E. Fields, Director of Development, University of Southern California, Los Angeles.



SC Photo

DISCUSSION PANEL MEMBERS—front row (l. to r.): Ivan Hansen, Personnel Director, Essick Manufacturing Co., Los Angeles; Vance R. Nabors, Personnel Mgr., Ducommun Metals & Supply Co., Los Angeles; Frank J. Neary, Personnel Administrator, Don Baxter, Inc., Glendale, who discussed internal communications in the small company; James T. Van Rensselaer, Supervisor of News and Publications and Press Representative, Southern California Gas Co., Los Angeles; and Raymond Hayes, Assistant Regional Mgr., Department of PR, General Motors Corp., Los Angeles, who discussed internal communications in the large company.

Standing (l. to r.): John E. Fields, Director of Development, University of Southern California; Edward F. Baumer, Director of PR, Western Home Office, Prudential Insurance Co. of America, Los Angeles; Randolph Van Nostrand, Director of PR, Merchants and Manufacturers Association, Los Angeles; Harold P. Levy, PR Counsel; and Miller Redfield, Executive Secretary, California Loan and Finance Association, who discussed inner-organizational communication in the non-profit organization.

Board meets—Los Angeles Conference

(Continued from page 22)

first—was the employee group, and as communications people, PR men and women were urged to do a better two-way job of communications, recognizing the importance of the individual worker and his job in relation to the whole effort. There was general sentiment that management was talking in a one-way direction, and not stimulating the participating reactions of employees.

Speakers in a panel discussion format with plenty of audience participation stressed the realistic theme that as PR people we are responsible to our profession for its advancement, and especially to one form of national life and government and economic climate which is the only one in which public relations practice can flourish.

There was a plea to build into our public utterances and actions opportunity for our audiences to exercise their minds and to learn. Twentieth century audiences were described as surfeited with communications media and methods, but that the material going through the channels from organizational programs needed to be improved to stimulate mentally as well as emotionally.

Program participants were guests of the Chapter at a reception in the employees' lounge of the Prudential Insurance Company the evening of April 22, at which time members met the visiting PRSA leaders, and 45 PR executive guests of the local group were introduced.

San Francisco Chapter Conference

PRSA's Bay Area Chapter presented its third annual conference April 24 at the Fairmont Hotel, the day preceding the meeting of the national Board of Directors. More than 200 northern California attendants swelled the day-long session which was highlighted by a large city-wide luncheon attended by 337 business, professional and government leaders of the area. Program and planning was headed by PRSA members F. Douglas Tellwright, Vice President, The Pacific Telephone and Telegraph Co.; Albert G. Motsch, United States Department of Labor, who is Chapter Past President; Robert D. Ross, newly-elected Chapter President, Staff Supervisor, The Pacific Telephone and Telegraph Co.; Lloyd E. Graybiel, Vice President, American Trust Co., who is

(Continued on page 26)

PEOPLE

(●) indicates PRSA members

Leonard S. Patillo ● formerly Manager of the Publicity Dept. of the Houston Chamber of Commerce has been appointed PR Director, Texas Manufacturers Ass'n.

Paul R. Nelson ● recently Account Executive in Selva & Lee's Chicago office, has joined The Birge Company, Inc., Buffalo, as Director of Merchandising. The com-



pany is the country's oldest (118 years) wallpaper producer.

Kalman B. Druck ● Vice President, Carl Byoir & Associates, was interviewed April 22 on station WINS, New York, discussing background training and job possibilities in public relations, as part of the "Career Clinic" series of the City College School of Business, Evening and Extension Division.

Robert LaBlonde ● Vice President in charge of Public Relations, Foote, Cone and Belding International, New York, and formerly a State Department consultant, was presented with the 1952 Byline Award of the Marquette University College of Journalism at ceremonies held on April 20. The Byline Award is presented to alumni who have distinguished themselves in their field. It was conferred on LaBlonde in recognition of his services on special assignment with the State Department in Washington as consultant on the overseas information program and as Acting Director of the Office of International Information.

Morris Rotman ● has announced the merging of Warren Phillips Associates (Warren Phillips ●) Rochester, N. Y., with Harshe-Rotman, Inc., Chicago and New



York PR firm. Mr. Phillips (left), becomes an Account Executive in the new branch office of Harshe-Rotman, as well as **Barbara Moore ●** an associate in the former Phillips firm.

Robert A. Sandberg ● Executive Assist-

ant to the President, Washington State College, Pullman, Wash., has been named Northwest Regional PR Mgr., Kaiser Aluminum & Chemical Corp.

Robert G. Wilder ● has been appointed PR Director, Lewis & Gilman, Philadelphia.

Charles B. Coates ● Vice Chairman & General Manager, Citizens Committee for the Hoover Report, and Robert L. L. McCormick, Research Director, have formed the PR firm of Coates & McCormick, Inc., New York.

For her editorials in the *Wichita Beacon*, **Julie Medlock ●** has received one of the "1951 Better Understanding Awards" bestowed by the English-Speaking Union upon 11 journalists and broadcasters for their "contributions to greater understanding of mutual problems and interests of the United States and Commonwealth countries." Miss Medlock wrote the special articles as foreign correspondent when she was abroad last year as part of the Public Interest, Inc. work.

(Continued on page 32)

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PRSA's Intermountain Chapter chartered

Governor Lee witnesses event

In a brief but impressive ceremony on May 1st in Salt Lake City, Utah, the Intermountain Chapter, Public Relations Society of America, received its charter from President Ed Lipscomb.

Although its eleven members may represent one of the smaller PRSA groups from the standpoint of numerical strength, the new chapter encompasses an area which some wag at the 1951 Chicago convention referred to as "the second Louisiana Purchase."

States represented by the Intermountain Chapter include all of Utah, southern Idaho, western Colorado, eastern Nevada and southwestern Wyoming.

Those attending the Charter presen-

tation included J. Bracken Lee, Governor of Utah; F. Henri Henriod, Associate Justice, Utah Supreme Court; and virtually a "Who's Who" of top executives of companies doing business in the Intermountain States.

In a gruelling one-day visit to Salt Lake City, President Lipscomb and his wife solidly sold public relations and reflected invaluable prestige to the Society.

Lipscomb started his day with a press and radio conference at 9:30 a.m., addressed the Salt Lake Kiwanis club at noon, cut a 15-minute transcription for later release over KSL, a 50,000 watt, clear channel station, made a 15-minute

television appearance, and then addressed the banquet chapter presentation.

Nelson W. Aldrich, Director of PR, Utah Copper Division, Kennecott Copper Corp., and President of the new chapter, accepted the charter.

Other charter members are W. S. Adamson, Howard M. Buchman, J. Roy Bardsley, Will W. Bowman, C. Richard Evans, William McCrea, Joel L. Priest, Jr., Lon Richardson, William H. Savage and Paul Sullivan. • •

Board meets—San Francisco Conference

(Continued from page 24)

a PRSA Director; C. E. Crompton, PR Representative, Shell Oil Company; and G. Stewart Brown, Manager, PR Department, Standard Oil Co. of California, and others.

"Maintaining the American Way of Life: A Challenge to Public Relations," was the theme to which 15 speakers, including a panel of visiting PRSA leaders, addressed their talks. Among the guest participants were President Ed Lipscomb who addressed the conference luncheon, William G. Werner, J. Handly Wright, George M. Crowson, Walter G. Barlow, Milton Fairman, and Guy J. Berghoff, who moderated a lively panel discussion with Robert L. Bliss, Burns W. Lee, Theodore R. Sills, and Sally Woodward as fellow panel members.

Emphasis of the conference was placed on effective planning of public relations programs from idea stage through implementation to the measurement of results. Graphic presentations included case studies of two instances of industrial use of economic education in-plant programs, and proper evaluation of the application of public relations concepts to all levels of operating management.

Audiences were urged to articulate their public relations efforts in terms of relationship with the over-all economy and to stimulate thinking among employees and all publics as to the necessity of inter-relationship and interdependence of patterns of American life.

Panel discussions revolved around widening the field of application of public relations knowledge and techniques, and increasing the effectiveness of public relations workers. • •

PR advisers to Taft



Mauvey Garber

Public relations men composing an advisory committee for Senator Robert A. Taft and General Wedemeyer's Citizens for Taft Committee include (l. to r.): James J. Cassidy, Director of Press Relations for the Wedemeyer Committee; Carl Byoir, Carl Byoir & Associates, Inc., New York; Samuel D. Fuson*, V.P. in Charge of PR, Kudner Agency, Inc., New York; James P. Selvage*, Partner, Selvage & Lee, New York, Deputy Chairman of the Wedemeyer Committee; John W. Hill*, President, Hill and Knowlton, Inc., New York; and John P. Broderick*, V.P. and Director, Doremus & Co., New York. Franklyn Waltman*, Director of PR, Sun Oil Co., Philadelphia; L. E. Judd*, Director of PR, The Goodyear Tire & Rubber Co., Akron; and L. Richard Guylay*, Partner, L. Richard Guylay & Associates, New York; Director of Publicity for Senator Taft, were absent at this meeting.

* Denotes PRSA members—EDITOR.

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

Albert L. Bechtold, Director of PR, Lance, Inc., 1300 South Boulevard, Charlotte 1, N. C. Sponsors: Maxwell E. Benson and Theodore O. Yoder.

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Associate to Active

George H. Benjamin, Secretary-Manager, Arkansas Automobile Dealers Association, Inc., 108 West Ninth St., Little Rock, Ark.



Marsh

On a recent visit to the Cincinnati Chapter, PRSA President Ed Lipscomb discussed professional developments with fellow-member Edward P. VonderHaar, Assistant to the President and Director of PR at Xavier University, Cincinnati. Mr. VonderHaar is president elect of the American College Public Relations Association.

Wilmer D. Cressman, PR Mgr., James Lees and Sons Co., Bridgeport, Penna.

Russell M. Hart, Regional PR Mgr., Ford Motor Co., 1625 Eye Street, N.W., Washington 6, D. C.

William E. Mankin, PR Director, The Grapette Co., Inc., Camden, Ark.

Kenneth M. Wright, Director, PR Div., North Dakota Game & Fish Dept., State Capitol, Bismarck, N. D.

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All-Ohio PR Workshop held at Cleveland

The success of the first "All-Ohio Public Relations Workshop" was plainly evident following the day-long session May 8 at the Hotel Carter in Cleveland. From the young PR men who sought out speakers to ask additional questions, to the PR director who "got a new idea," and the media representative who felt additional respect for the things the public relations workers are trying to do, the program and speakers' offerings were enthusiastically received.

Close to 200 men and women attended all or part of the Workshop which was co-sponsored by the Northeast Ohio, Columbus, and Cincinnati Chapters of the Public Relations Society of America.

General Chairman Edmond C. Powers, PR Director, Griswold Eshleman, Cleveland office, listed the objectives of the day: to interchange knowledge and information, assist younger members of the profession, and provide a clearer understanding of public relations activities.

"Public Relations in Labor Relations" was discussed by Raymond S. Livingstone of Cleveland, Vice President, Personnel, Thompson Products, Inc., and Joseph Gambatese, Washington Labor Editor, McGraw-Hill publications.

Mr. Livingstone stressed the internal aspects of public relations and told a fascinating story of teamwork and public relations as applied to human rela-



Miller-Ertler

ALL-OHIO PUBLIC RELATIONS WORKSHOP. (l. to r.): Edmond C. Powers, Vice President, Northeast Ohio Chapter, General Chairman; Harold K. Schellenger, President, Columbus Chapter, Vice Chairman; William G. Werner, President, Cincinnati Chapter, Vice Chairman; Frank A. Uniack, President, Northeast Ohio Chapter, Vice Chairman; Ed Lipscomb, PRSA President and banquet speaker.

tions. He said that, if given the facts, the employee will respond intelligently with an exhibition of man's most desirable characteristics. He counts employee opinion the most important phase of his personnel work.

Mr. Gambatese pointed to the effective use of public relations made by the steel industry to enlist public support and influence Congress with respect to its position on wages, union shop, prices and the right of the President to seize the industry.

A. D. LeMonte, PR Director, Mullins Manufacturing Co., Warren, Ohio, presented one of the most interesting talks as far as the younger members of the profession and college guests were concerned. With "Planning the PR Program" as his topic he considered an outline for a typical PR program for a medium-sized manufacturing company that produces a consumer product.

The Management Support forum had as members: George M. Crowson of Chicago, Assistant to the President, Illinois Central Railroad; William D. Hines of Akron, PR Director, Firestone Tire and Rubber Co.; Robert J. Izant of Cleveland, V.P., Central National Bank; and Frank A. Uniack of Cleveland, PR and Adv. Director, Cleveland Diesel Engine Div., General Motors Corp. and President of the Northeast Ohio Chapter, Public Relations Society of America.

"Support of a PR program by top management is the prerequisite of every program," Mr. Crowson said in opening the forum. He listed levels of management enthusiasm—antagonism, indifference, toleration, recognition, and appreciation. He and the other speakers discussed these attitudes with the audience

asking questions.

Reginald Clough, Editor, *Tide Magazine*, spoke following the noon luncheon and enlivened the session with several thought-provoking and controversial statements on the evolution of "Public Relations Advertising." He cited the steel seizure. In his opinion, when the President took over the industry, the public knew nothing about the issues except in vague, general, and rather inaccurate terms, as none of the forces involved—industry, labor, or government—had taken its case to the public. He maintained that paid advertising should have been used earlier after the seizure.

A film-slide case-history of the effectiveness of sound community relations

(Continued on page 31)

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DETROIT	10
HOUSTON	2
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NEW ENGLAND	1
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NORTHEAST OHIO	10
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Chapter news

(Continued from page 23)

they attended the Nash Motors' 50th anniversary birthday party given by the citizens of Kenosha.

Following a tour of the Nash plant, a workshop on the 50th anniversary program was held. Speakers included E. R. Moore, PR Representative, Nash Motors Div., Nash-Kelvinator Corp.; Ford Charlton, PR Mgr., Kenosha Manufacturers' Association; R. S. Kingsley, publisher *Kenosha News*, Chairman, Citizens' Committee; Bruce Tower, Mgr., National Advertising, *Kenosha News*; Jack Stump, Executive Director, Kenosha Manufacturers' Association; and Charles Dilvay, Executive Secretary, Kenosha Chamber of Commerce.

The speakers covered various phases of functions planned in Kenosha during the year in honor of the Nash anniversary, discussing the origin of ideas, manner of presentation to various groups, and how the various functions were carried out.

In a business meeting held at this time K. W. Haagensen, Director of PR, Allis-Chalmers Manufacturing Co., and President of the Wisconsin Chapter, announced that the Board of Directors had named Milton A. Frank, Madison, Executive Vice President, Wisconsin Power and Light Co. as Vice President of the Wisconsin Chapter. Mrs. Greta W. Murphy, PR Director, Milwaukee School of Engineering, was named Secretary and Treasurer. Frank replaces the late Francis F. Gregory. Gibbs Allen, Director, PR, A. O. Smith Corp., was elected a Director in the Chapter to complete the unexpired term of Mr. Gregory.

In addition, the Chapter also voted to increase its Board of Directors from six to nine members. New members elected were K. B. Willett of Stevens Point, V.P., Hardware Mutuals; Lawrence J. Smotherman of Milwaukee, Assistant V.P., First Wisconsin National Bank; and E. R. Moore. • •

Membership Discontinued

Harriet S. Crouse, Mutual Broadcasting System, Hollywood, Cal.

Mrs. Jean Henderson Mulcahy, Jacksonville, Fla.

PATRONIZE
JOURNAL ADVERTISERS

British PR Institute holds third annual conference

Staged as a weekend conference, the British Institute of Public Relations sponsored its third annual meeting at St. Leonards-on-Sea, Hastings, England, May 9-11. Conference discussion centered around themes of universal challenge to public relations people everywhere: "Public Relations for Democracy," "Public Relations and its Place in Management," "Public Relations and the Spoken Word," a session devoted to a frank critical discussion led by press representatives, and an audience-participation session on techniques with the "panel of experts."

PRSA was unable to send delegates to the meeting, but the Board of Directors sent a message of greeting, which also invited British colleagues to attend the Society's Annual Conference in Washington, D. C., this fall. Reports will be forthcoming from the Hastings meeting dealing with developments of interest in an international committee or organization for development of communications among public relations people in countries where the practice flourishes.

Preface to the British Society's invitation to its meeting gives some indication of concerns of our PR friends in England for advancement of the profession:

"Public relations is as old as history itself; but the complexity of modern society has led to a new approach in its practice. Today, organized and sustained public relations work plays a major role in almost every field of collective activity. Yet no university has a Chair in Public Relations; there are no recognized professional examinations on the subject. But even if there were, they would, at this stage, be of limited value, for techniques are still developing and standards still evolving."

American convention and meeting planners might take a leaf from the English arrangements for conference attendants. Preliminary registration form for the meeting asks what time the English PR man wishes early morning tea served, and what morning papers he likes with his 8:15 a.m. breakfast.

• •

Boy Scouts to "Get Out The Vote"



The nation's 2,942,779 Boy Scouts and Leaders, in cooperation with Freedoms Foundation, Inc., are busy in a non-partisan "Get-Out-The-Vote" campaign.

One million of these posters are being placed on display to remind citizens to register. Just before Election Day, Nov. 4, the Scouts will place Liberty Bell cut-outs on door knobs of 30,000,000 homes urging every citizen to vote.

PRSA member Leslie C. Stratton is National Director of Public Relations, Boy Scouts of America.

All-Ohio Workshop

(Continued from page 28)

was shown by George J. Kienzle of Columbus, midwest PR Director, The Borden Co., to open the afternoon session. He reported on the PR program at the "World's Largest Cheese Plant" in Van Wert, Ohio, where Borden's has 500 employees.

Five active PR practitioners presented terse case history reports of actual campaigns and programs during the Workshop's "PR Idea Clinic."

William G. Werner, PR Manager, The Procter & Gamble Co., and President of the Cincinnati Chapter of the PRSA, revealed a new slide film which had been prepared recently for showing to visitors at the P & G plants. He noted that research had failed to show any way of reducing the cost per visitor for the plant tours, so new ways were sought to make the visit more effective. The slide film, to be shown before the start of the tour, is a part of the answer.

Paul L. Eden of Hill & Knowlton of Cleveland told of the development of the "Professional Service Conference Day" technique when he spoke on "X-

Raying a Small Company's Problems." "The 'Day,' as held at the Nelson Stud Welding Division of Gregory Industries, was designed to bring together all the outside consultants and suppliers of services to a small company in working session where they could gain an intimate picture of operations and problems and exchange ideas," according to Mr. Eden.

Paul Brokaw, Cleveland PR consultant, described the background and steps in assuring public acceptance of the "Porchlight Campaign." Cleveland March of Dimes workers decided to "put all their eggs in one basket" for the drive by conducting a 60-minute, one-night campaign for the opening day of the drive. All records were broken when \$441,000 was donated. The press, radio and television were cooperative and very appreciative of the short campaign.

Harold K. Schellenger of Columbus, PR consultant, The Weimer Organization, and President, Columbus Chapter, PRSA, presented several cases to show the importance of good employee, public, and community relations in the smallest companies. He reminded the audience that often the lowest-graded

workers have very important contacts. Goodwill, extra service and immediate sales have resulted from the thoughtful worker, and cheerful receptionist. Children must be considered in a well-rounded PR program, he added.

"Is 'No Comment' Public Information?" asked Idea Clinic speaker, William W. Cook of Cincinnati, Hill & Knowlton, Inc. He answered his own question with an emphatic "No," and related instances in which poor public relations was the result of "No Comment." Mr. Cook also told how and where it could be used if necessary. Edward Howard, Cleveland PR consultant, served as moderator.

PRSA President Ed Lipscomb was the principal speaker of the Workshop and spoke on the personal practice of freedom.

Assisting Mr. Powers in staging the affair were committee chairmen Wayman H. Thomasson, Assistant to the General Secretary, Cleveland Y.M.C.A. who headed the arrangements committee and served as Workshop Secretary; Rodney C. Sutton of Hill & Knowlton of Cleveland, Promotion Chairman; and Robert M. Creaghead, President, Robert M. Creaghead & Co., Cleveland. • •

THE HOPPER

JOURNAL package

Please enter my company's name for six additional subscriptions to the PUBLIC RELATIONS JOURNAL. Send this to us in one package each month . . .

BURNS W. LEE
Burns W. Lee Associates
Los Angeles, California

Australian Institute of PR

During the past year we have been strengthened in our endeavors through our contacts with your Society. Although our membership is small, we have been selective, and the numbers are growing . . . If we can be of any service to you in any way you have only to call on us, and we hope that we may have the pleasure of entertaining more and more of your members who visit Australia.

R. G. (JOHN) CLARK
President
Australian Institute of Public Relations
Sydney, New South Wales, Australia

Information requested

I am getting underway in an attempt to develop a program for making salesmen more PR conscious and helping them to understand and use PR techniques in selling and in their community relations in general.

I wonder if you could put me on the trail of other companies who may have done or are doing anything in this field? Even if you don't know of the companies themselves perhaps you could steer me on to others who do.

TROY KNOWLES
Swift & Company
Chicago, Illinois
(Can readers help?—Editor)

PR text help wanted

The McGraw-Hill Technical Writing Service has been awarded a government contract for the preparation of a handbook on public relations for one of the government departments. This PR manual, in the main, is being developed from official material. However, in order to produce the best possible guidebook we are incorporating public relations material from the armed services, other government agencies, associations, business, and industry.

We are writing to ask whether your organization has any booklets on press, community, and employee relations, or manuals covering any other phases of public relations work. If so, we would appreciate receiving copies of the material.

RANDOLPH STOUT
Project Manager
Technical Writing Service
McGraw-Hill Book Company, Inc.
330 West 42nd Street
New York, N. Y.
(Can readers help?—Editor)

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," May issue of the JOURNAL.)

Active Membership

Henry B. Abt	Nelson B. Moore
John Newton Baker	Joseph Michael
J. Hampton	Murphy
Baumgartner	John W. Murray
Raymond F. Blosser	Leonard P. Niessen
William W. Boddie	Roy W. Peet
Arthur S. Bostwick	Preston E. Reed
Joseph E. Chope	Neil B. Reynolds
Chas. U. Coggin, Jr.	Al B. Richardson
Oakley W. Dexter	Mrs. Virgene
Linton B. Dimond	Robinson
J. E. Fain	B. J. Rowan
Prescott C. Fuller	Reuben Ryding
Edgar M. Gemmell	James G. Shea
David Goodman	Donal M. Sullivan
John L. Henrikson	Julian N. Trivers
Jack R. Hight	Gordon H.
William V.	Turrentine
Humphrey	Frank N. Youngman

Associate Membership

Clifton A. Agnew	Donald M. Kuhn
Sherman W. Clark	Val Jean McCoy
V. Benner Dowe	Thurman T. McLean
Harold F. Hale, Jr.	Robert J. Stone

People

(Continued from page 25)

J. C. "Jo" Dine • for the past six years with NBC serving as Director of the network's Press Dept., was appointed April 14 Director of PR of Ziv Television Programs, Inc. The newly created department he heads will expand the firm's promotion service to its coast-to-coast clients.

William H. McGaughey • joined the Nash-Kelvinator Corp. April 1 as Assistant to the Vice President and Chairman of the Operating Committee. A member of the Automobile Manufacturers Association staff for thirteen years, McGaughey has been Mgr. of its PR Dept. for the past ten years, including four as head of the Automotive Council for War Production PR staff. He is a member of PRSA's Board of Directors.

CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

ENTHUSED PR DIRECTOR

Experienced in preparing and directing PR programs; publicity; consulting. Also PR experience in military service. College major in PR; B.S. in Journalism-Advertising, plus sound PR background. Desire position offering virtually unlimited opportunity for good solid PR work. Family man, age 25. Relocate anywhere. Box M-6.

PUBLIC RELATIONS SPECIALIST

Ideal radio man for PR staff; former announcer, commercial writer, editor, plus unique radio publicity experience. Can develop nationwide publicity. Also newspaper and sales experience. Box T-6.

EXECUTIVE, refined woman seeks tie up: personnel specialist, public relations assistant, general office manager. Box W-6.

PROMOTION-PUBLIC RELATIONS

Wish challenging position where ability to create goodwill can be used. Excellent public speaker. Sales and sales training background. Professor, 45, Big Ten school. Specialist in communication skills. Box H-6.

PUBLIC RELATIONS writer and General Assistant available with unusual combination Education and Practical Experience—Post Graduate, M.A. in English, 3 years College teaching, also newspaper work on 2 papers plus 3 years as Rolling Mill Laborer. Complete Resume on request. Box G-6.

Help Wanted

PUBLIC RELATIONS DIRECTOR WANTED—Small midwest Catholic college for men. Publicity, placement, recruitment of students, etc. Salary \$3,000-\$3,500, depending on qualifications and experience. Apply to Brother J. Ambrose, F.S.C., President, St. Mary's College, Winona, Minn.

ACTIVE/NON-ACTIVE partner investor sought for new firm of international counselors with established organization. All enquiries confidential. Box Z-6.

"Be happy with your lot—especially if you've got a house on it!"—John L. Mortimer, U. S. Steel Corp., in a speech before the San Francisco Chapter's Third Annual PR Conference.



20 ways meat packers reduce costs from farm to table

Only about 50% of a meat animal is *meat*. But by saving "everything but the squeal" from the other half, meat packing companies are able to "cancel-out" many of the costs of processing your meat.

Parts of the animal which once were destroyed or thrown away now are the source of hundreds of valuable by-products. Some of them have many uses. At least one of them is used to make (or help make) every item on this page. How many do you recognize?

1. Bone for bone china.
2. Horn and bone handles for carving sets.
3. Hides and skins for leather goods.
4. Rennet for cheese making.
5. Gelatin for marshmallows,

photographic film, printers' rollers.

6. Stearin for making chewing gum and candies.
7. Glycerin for explosives used in mining and blasting.
8. Lanolin for cosmetics.
9. Chemicals for tires that run cooler.
10. Binders for asphalt paving.
11. Medicines such as various hormones and glandular extracts, insulin, pepsin, epinephrine, ACTH, cortisone . . . and surgical sutures.
12. Drumheads and violin strings.
13. Animal fats for soap.
14. Wool for clothing.
15. Camel's-hair (actually from cattle ears) for artists' brushes.

16. Cutting oils and other special industrial lubricants.

17. Bone charcoal for high-grade steel, such as ball bearings.
18. Special glues for marine plywoods, paper, matches, window shades.
19. Curled hair for upholstery. Leather for covering fine furniture.
20. High-protein livestock feeds.

Money from sale of by-products frequently makes it possible for the packer to sell the beef from a steer for less than was paid for the animal on the hoof.

Every hour one or more by-products of the meat packing industry is used to make your life more enjoyable . . . to help produce something you need . . . to make America a better place to live in.

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COTTON and **CHEMISTRY** - *natural co-workers*



The cotton sandbag pictured above looks like an ordinary sandbag. Actually there's a big difference. This bag has been exposed to constant weathering for two years and it's still intact. Under the same conditions, its ordinary counterpart would have fallen to pieces in a few weeks.

The long-lived sandbag is a result of a chemical process known as "partial acetylation." Developed by the Department of Agriculture's Southern Regional Research Laboratory at New Orleans, it alters the chemical structure of cotton to produce a fiber having extreme resistance to rot and heat.

Partially acetylated cotton lasts more than a dozen times as long as ordinary cotton in water-softening bags containing chemicals, from 8 to 10 times as long in fishing nets and twines, and from 4 to 6 times as long in such uses as laundry covers and flannel pads for hot-heat presses.

Important as are the consumer implications of partial acetylation, there is even greater importance in the fact that the process lays open a whole broad field of cotton and chemical research—research to give us new cotton qualities and better products for home, farm, and factory.

These are facts we want America's leading PR men to know about America's leading fiber.

—NATIONAL COTTON COUNCIL

EVERY U. S. Fighting Man Uses Cotton EVERY DAY

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